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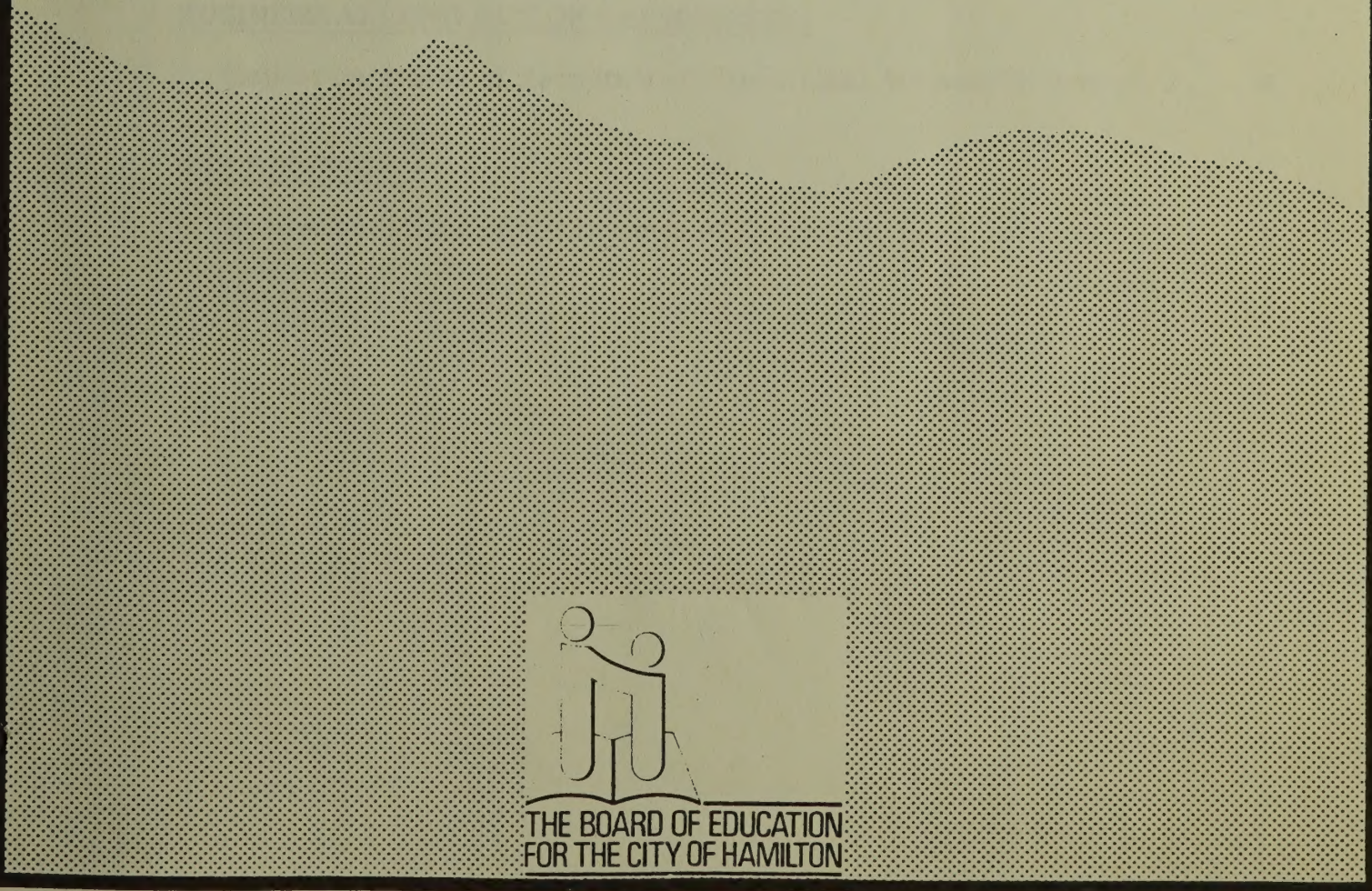
Jan. 21/93

Minutes Of The Personnel And Organization Committee Of The Board Of Education For The City Of Hamilton

Minutes

JANUARY 1993

PERSONNEL AND ORGANIZATION COMMITTEE



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 01 14

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hill, Paquin and Cunningham.

Not Present: Trustee Hicks.

Also Present: Trustees Bishop, Desmarais, Johnston, Korz, Lowe, Mulholland, Orban, Rodgerson, Rogers and Wilson.

Officials Present:
D. W. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
M. Quinn (Superintendent of Schools - Area One)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order and noted regrets were received from Trustee Patenaude. He then asked for confirmation of the minutes.

Moved by Mrs. Hill:

That the minutes of the regular meeting of 1992 12 10 and special meeting of 1992 12 15 be approved as presented. **CARRIED**

GENERAL

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Sinclair referred to the figures for Full Time Equivalent Positions and explained the "over budget" of approximately 25 positions could be attributed to the decision reached by the Board to hire the additional 35 Educational Assistants.

Moved by Mrs. Hill:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

(b) Report on Supply Teachers

Noting the 17% decrease in Total Leave Days for 1992 versus 1991 in the combined information for Secondary and Elementary panels, Mr. Sinclair emphasized the progress in reducing the expenditures and use of supply teachers.

When Mrs. Hill questioned the significant increase in the November figure in "1992 Total Days" column, Mr. Sinclair explained that because of fluctuations in the numbers, it may not be relevant to interpret the

information by month as a trend. He expressed optimism that the overall improvement on utilization of supply teachers will continue.

Mr. Korz voiced his appreciation with the Report incorporating the information he had requested. He extended thanks from the trustees to administration and teachers for working together to save 3,200 teaching days last year and in the process saving the Board money and encouraged the Human Resources Department and the teachers to continue with their efforts.

Mr. Goodridge acknowledged Mr. Korz' comments and, speaking on behalf of Senior Management, added that the Elementary and Secondary school principals should be commended as well for their continuous support and contributions to the success of this undertaking. He stated he would share the "good news" with the principals.

Moved by Mr. Korz:

That the Report on Supply Teachers be received for information.
CARRIED

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report on Status of Reduction of Educational Assistants' Hours

Miss Bond called on Dr. Frank Cooke, Assistant Superintendent of Program and Chair - System Committee re Educational Assistants, and Mr. Ken Bain, Area 2 Supervisor, who spoke on the progress of the work being done in Area 2 relating to the utilization of Educational Assistants. Mr. Bain referred to the implementation process discussed by Ms. Trish Fulton, Area 4 Supervisor, at the December meeting of this Committee and stated that a similar process is being implemented in Area 2. Dr. Cooke then outlined the agenda for the 1993 01 19 meeting of the System Committee overseeing the project.

Mrs. Bishop was pleased with the co-operation of the Office and Professional Employees' International Union (O.P.E.I.U.). in working in a collaborative way to address the issue, noting the importance of the Board maintaining such good relations with this group.

In response to questions by Mrs. Bishop, Mr. Bain clarified that, for purposes of consistency, the process and set of criteria relating to the use of Educational Assistants presented earlier to this Committee by Ms. Pat Gillie, Superintendent of Schools - Area 4, will be the basis for all schools across the system.

Miss Bond affirmed Mr. Bain's remarks and noted that in a meeting this afternoon of Board staff and Union representatives, the Union expressed its support for a consistent approach in dealing with the issue throughout the system.

Moved by Mrs. Bishop:

That the verbal Report regarding the Status of Reduction of Educational Assistants' Hours be received for information. **CARRIED**

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Korz:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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MINUTES OF THE SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE 1993 01 21

Present: Trustees Stewart (Chairman), Allen, Darby, Hicks, Hill and Cunningham.

Not Present: Trustee Paquin.

Also Present: Trustees Bishop, Desmarais, Johnston, Lowe, Mulholland, Orban, Patenaude, Rogers and Wilson.

Officials Present:
D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
B. Sinclair, Superintendent of Human Resources
E. Bond, Superintendent of Program
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Area 1
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
S. Rogers, Assistant to the Secretary

Mr. Stewart indicated the purpose of this meeting was to consider staffing recommendations for the second semester. He noted regrets were received from Ms. Patenaude.

ELEMENTARY/SECONDARY

Recommendations of the Director of Education

Moved by Mr. Hicks:

That the following recommendations of the Director of Education be approved:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Probationary Staff, effective 1993 01 29, with salary according to the salary schedule:
Robert Bukvic (S)
Maria Dlugolecki (S)
Jeannine Falasca (S) (2/3 Semester 2)
Jeannine MacIsaac (S)
Wendy Vanden Burg (E)
(Replacements)

5. TIMETABLE CHANGES

(a) The following timetable changes be approved, effective 1993 01 29, with salary according to the salary schedule:
Bruce Cooke (S), 5/6 to 6/6 (Ministry Funded)
Barbara McIlveen (S) (Section 27), 3/6 to 6/6
(Replacements)

10. OTHERS

(a) The the request of Jay Kyle to transfer from the Elementary Panel to the Secondary Panel, effective 1993 01 29, with salary according to the salary schedule, be granted. **(Replacement)**

The motion was put to a vote and was **CARRIED.**

The meeting then adjourned.

Read and confirmed,

.....
Chairman

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URBAN/MUNICIPAL
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FEBRUARY 1993

PERSONNEL AND ORGANIZATION COMMITTEE

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THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 02 11

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also Present: Trustees Bishop, Desmarais, Johnston, Lowe, Mason, Mulholland, Orban, Patenaude, Rodgerson, Rogers and Wilson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
R. Orlando (Superintendent of Plant)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order then asked for confirmation of the minutes.

Moved by Miss Cunningham:

That the minutes of the regular meeting of 1993 01 14 and special meeting of 1993 01 21 be approved as presented. **CARRIED**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding Replacement Needs and the Board's Early Retirement Plan

Mr. Sinclair provided background information, noting the Report was tabled at the 1992 09 17 special meeting of this Committee in light of the C.U.P.E., Local 1344 on-going strike at that time.

Moved by Dr. Johnston:

That the Report regarding Replacement Needs and the Board's Early Retirement Plan be lifted from the table for discussion. **CARRIED**

Referring to Recommendation 2 of the Report, Dr. Johnston noted some of these positions have to be filled according to the Collective Agreement while the others need not be filled unless the Board receives recommendations to do this. To facilitate the discussion, he suggested splitting the Recommendation in two parts, i.e. the bargaining unit and the non-bargaining unit.

Moved by Dr. Johnston:

That Recommendation 2 be split in two parts to cover the bargaining and non-bargaining units.

Mr. Sinclair shared Dr. Johnston's views, stating that strategies for filling positions vary between these employee groups. The strategies for the bargaining unit could cover contractual obligations along with legal implications, the on-going planning for the Plant Department, etc.

The motion was put to a vote and was **CARRIED**.

When the Chairman ruled that the bargaining unit would be dealt with first, Mr. Mulholland stated he would not participate in this discussion nor vote due to a conflict of interest regarding a relative belonging to C.U.P.E., Local 1344.

Mr. Sinclair clarified for Mrs. Hill that a separate Report on Educational Assistants would be presented later in the evening. The Educational Assistant position listed in this Report would not be filled until a decision has been reached regarding the 35 additional Educational Assistants.

In response to concerns, Mr. Sinclair explained the process involved in the implementation of second day cleaning in the elementary schools. He emphasized that the success of ERIP enabled the introduction of second day cleaning in 21 schools since 1992 07 01 and resulted in the elimination of 15 cleaning positions. In 4 other schools, cleaning hours have been cut and a reduction of 4 additional positions is expected by June due to retirements. Overall, a total of 19 positions will be cut, in addition to 15 recreational centre positions. Mr. Sinclair estimated about 50 positions will be posted and it is expected a substantial number from the cleaning staff will be successful which will open up additional second day cleaning opportunities. He anticipates this whole process will facilitate the reduction of 30 cleaning positions or more. Mr. Sinclair expressed keen interest in proceeding with the postings in light of the Board's contractual obligations and the need to achieve the target for the second day cleaning in the elementary schools.

It was clarified for Mr. Hicks that postings for these positions will be done in sequence starting with Group Caretakers and most candidates will be promotions within the system until the level of "cleaner" is reached which may be a transfer or from the substitute cleaning staff.

In response to Ms. Orban's questions, Mr. Sinclair detailed the process for the Workload Study - Plant Department, noting this study would be conducted from March through June of this year and, based on the results, the workload requirements of each school would then be reviewed. As the Collective Agreement relative to no lay-offs is valid to June 1994, he anticipates full implementation of the findings after that period. He noted a Report on the results of the Study may be presented in June to this Committee. Mr. Sinclair also alluded to the decrease in cleaning staff in recreation centres by 15 positions as a result of City Hall assuming the responsibility for these centres. He clarified further that for the first year, June 1993 to 1994, any savings suggested by the Workload Study could be introduced through normal attrition and reduced work hours in second day cleaning opportunity schools. We would not be cutting hours of people in existing positions.

Replying to Mr. Darby, Mr. Stewart expressed concern that problems could arise if postings are delayed until completion of the Workload Study.

Mr. Sinclair emphasized that posted positions would be filled internally.

Moved by Dr. Johnston:

Bargaining Unit

(a) That the remaining vacancies resulting from the Early Retirement Plan in the Plant, Finance, Human Resources and Program Departments and the elementary and secondary schools be filled as openings occur. **CARRIED**

Moved by Miss Cunningham:

Non-Bargaining Personnel

(a) That the status quo be maintained in the Plant Department until June, 1993 when the results of the Workload Study - Plant Department are presented.

Miss Cunningham explained this would maintain where we are now and allow the officials to deal with the impact of the study.

Mr. Mulholland opposed the motion and quoted "one does not have to look from the bottom to replace but rather we can look from the top down". He perceived the study would be looking at positions covered by C.U.P.E., Local 1344 rather than the operation of the Plant Department in this Board.

Mr. Stewart clarified that the study is geared towards the way we conduct the business of this Board.

Mr. Sinclair advised that an initial Report on the Workload Study - Plant Department would be presented to this Committee in March. An outline of the process, timelines and the cost implications involved will be provided at that time.

When Miss Cunningham inquired if the results of the Workload Study could be ready before June 30th, Mr. Sinclair stressed the importance of the results being presented to the members in June and suggested it may require a special Personnel and Organization Committee meeting if the report could not be ready for the regular Personnel and Organization Committee meeting in June.

Responding to Miss Cunningham's further question, Mr. Sinclair affirmed the assumption that openings in the non-bargaining unit would be filled temporarily at this point until the report comes before Board.

The motion was put to a vote and was **CARRIED**.

When the discussion focused on Recommendation 1 of the Report, Mr. Darby expressed concerns that the elimination of 20 cleaning positions is a break-even point, thus generating no savings for the Board. Considering the minimum of 20 as too low, he suggested increasing the target.

Moved by Mr. Darby:

That a minimum of 30 positions be eliminated through the Early Retirement Incentive Plan within 1992-93.

Acknowledging Mr. Darby's views, Mr. Sinclair expressed optimism in exceeding the target of 20 cleaning positions as a result of the second day cleaning in schools and job postings.

Mr. Stewart clarified that Recommendation 1 specifically deals with second day cleaning. Mr. Sinclair added that majority of these positions are in the Plant Department, i.e. cleaning and caretaking staff.

Mr. Stewart felt Mr. Darby's motion has a different intent, suggesting a separate motion may be required.

Mr. Darby stated that the additional 10 positions could come from outside the Plant Department, believing this would allow more flexibility for the Human Resources Department.

Mr. Darby withdrew his previous motion and placed the following motion on the floor:

Moved by Mr. Darby:

That an additional 10 positions be eliminated through the Early Retirement Incentive Plan within 1992-93.

As concerns surfaced, Mr. Stewart ruled the motion out of order, emphasizing that Recommendation 1 refers specifically to second day cleaning and not to ERIP.

Alluding to Mr. Sinclair's earlier statement regarding the possibility of reducing by more than 20 cleaning positions, it was

Moved by Mr. Hicks:

That a minimum of 30 cleaning positions in elementary schools be eliminated, effective for the 1992-93 school year. The job reduction to be accomplished by not filling vacancies in elementary schools designated for expansion of second day cleaning.

Although convinced that reducing over and above the targetted 20 cleaning positions could be achieved, Miss Cunningham preferred maintaining a "safe" position towards this direction to avoid undue pressure for the Board.

Mr. Sinclair affirmed Miss Cunningham's views and stressed that guaranteeing the reduction of 30 cleaning positions at this time could lead to a violation of the Collective Agreement, depending upon where the cleaning vacancies occur.

Ms. Orban called the question and it was **CARRIED**. The motion was voted on and was **LOST**.

Moved by Dr. Johnston:

That a minimum of 20 cleaning positions in elementary schools be eliminated, effective for the 1992-93 school year. The job reduction to be accomplished by not filling vacancies in elementary schools designated for expansion of second day cleaning. **CARRIED**

Report regarding Average Class Size of Secondary Composite Schools

Mr. Owen Jackson, Research Services Supervisor, reviewed the Report.

It was clarified for Mrs. Hill that we do not have a minimum class size in secondary schools.

Mrs. Bishop expressed several concerns with the Report particularly on the: (a) need to review the grouping of class sizes, especially for Advanced level classes, (b) showing of class size information by subject and (c) inclusion of comparative staffing-enrolment information, underscoring the Pupil-Teacher Ratio (PTR). Stressing her concerns with the component staffing model, Mrs. Bishop pointed to previous statistics which indicated a 9.2% growth in secondary school enrolment while teacher staffing increased by 16.1%. She noted that many of the programs offered at the secondary level are not mandated by the Ministry of Education and Training. Mrs. Bishop hoped to get the staffing/enrolment information per school for this panel prior to the Budget Review deliberations.

Mrs. Hill thanked Mr. Jackson for the interesting report and suggested it would be interesting in future reports to have a breakdown by grade as well as by subject.

When Mr. Jackson clarified that the French Language data covered only George P. Vanier Secondary School, Mrs. Rodgerson suggested French Immersion statistics be provided separately in succeeding reports.

In answer to Mrs. Bishop's question, Mr. Jackson explained that it would be difficult to compare class sizes for the elementary and secondary panels because secondary school students have individual timetables and frequent mobility with their class assignments while elementary students remain in their class for the whole day.

Acknowledging the concerns raised relative to the Report, Mr. Goodridge advised of a report being developed in collaboration with the Research Department pertaining to secondary schools. He assured the members the document, which is broader in context, will deliver the "flavour" of secondary school information in terms of levels, class sizes, staffing and enrolment.

Mrs. Bishop expressed appreciation for Mr. Goodridge's comments; however, knowing that enrolment and staffing information for each school already exists, she felt the information should be provided to the trustees.

Moved by Mrs. Hill:

That the Report regarding Average Class Size for Secondary Composite Schools be received for information. **CARRIED**

NEW BUSINESS:

Recommendations of the Director of Education

Relative to the motion passed earlier regarding the non-bargaining unit, it was

Moved by Miss Cunningham:

That Clause 3(a). Promotions be withdrawn from the Recommendations of the Director at this time. **CARRIED**

Moved by Mr. Hicks:

That the Recommendations of the Director of Education be approved. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Sinclair noted the Elementary teacher staffing reflects the approved hiring of two teachers for the English-as-a-Second Language program at Highview Elementary School and Hillcrest Elementary School kindergarten split class.

It was noted further by Mr. Sinclair that the Report shows the impact of the retirements resulting from the ERIP in the bargaining unit.

Referring to enrolment figures based on January 29, Mr. Sinclair pointed to the traditional trend of increased enrolment for the second semester in the secondary panel.

Moved by Mrs. Hill:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

(b) Report on Supply Teachers

Mr. Sinclair referred to the combined Secondary and Elementary information and, pointing to the $300,000 over budget figure (at 112%), recalled that approximately $700,000 was removed from the previous year's budget. He assured the members that sufficient control is being maintained in this area and we are achieving constraint and lowering the frequency of replacements in our schools as evidenced by a 15% reduction in supply teacher usage in 1992 as compared to 1991.

Mrs. Hill voiced her appreciation for the Report.

Moved by Ms. Orban:

That the Report on Supply Teachers be received for information. **CARRIED**

Report regarding Workers' Compensation Board

Mr. Sinclair introduced the Report, explaining the concern that the Board is at considerable risk regarding the Workers' Compensation Board (WCB) program in the area of cost experience versus assessment. Alluding to major concerns identified, e.g. increasing accidents, medical costs, double WCB assessments, responsibility and accountability factors, Mr. Sinclair underscored the need for immediate action to correct the situation. He then called on Mr. Bill Urie - Occupational, Health and Safety Co-ordinator, who assisted in addressing the members' questions on the issue.

Mr. Urie explained the process involved in handling safety concerns for staff in the schools, noting the collaboration among the safety group, school principal and volunteers. He clarified that the Board's Property and Insurance Department documents student accidents in the schools.

Ms. Orban expressed interest in comparative data for safety concerns among school staff and students. Mr. Urie did not have the information relative to student accidents in the schools this evening.

Mrs. Bishop was alarmed at the high accident costs, expressing interest not only with the caretakers and cleaners but particularly with the Educational Assistant positions which currently number 250 throughout the system. Mr. Urie commented that the physical demands of the job would be a key factor to consider.

Mr. Urie detailed for Mr. Allen the initiatives undertaken in promoting awareness on safety issues, e.g. orientation for new Board employees (Workplace Hazardous Materials Information System [WHIMS] and Asbestos).

Dr. Johnston lauded the Report and expressed anticipation for receiving updates on new developments relating to the issue.

Mr. Stewart commented that the duration of an accident has become a real concern to the Workers' Compensation Board. Mr. Urie assured the members this would be closely looked at in order to track and identify employees who should be reporting back to work earlier and someone from HRD will be seconded to do this.

Moved by Ms. Orban:

That the Update on Workers' Compensation Board be received for information and the following recommendations approved:

(a) That an Action Committee be established by Management to develop a plan to:

.implement a systematic approach to Workers' Compensation Board claims management
.curb Workers' Compensation Board costs
.avoid possible penalty

(b) That a report on the activities of the Action Committee be presented to the Personnel and Organization Committee on 1993 10 14. **CARRIED**

April Meeting Date

A brief discussion occurred on whether the 1993 04 08 Personnel and Organization Committee meeting should be rescheduled as the date falls on Maundy Thursday. Noting no quorum concerns, the members agreed that the meeting will be held as scheduled.

At this point, Mrs. Hill advised that the Home and School Council will be observing Teacher and Staff Appreciation Week next week and encouraged the Board members to participate in showing appreciation for all the staff.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report on Status of Reduction of Educational Assistants' Hours

Dr. Cooke provided a verbal update on the progress relating to the reduction of Educational Assistants' hours. He advised that to date, 33.105 full-time equivalent Educational Assistant positions have been identified for downsizing, slightly under two short of the target at the moment. Dr. Cooke affirmed that the intent of the process approved by Board was followed throughout the system and he recalled the careful consideration of every Educational Assistant's assignment, block of hours, the system needs and efficient allocation of resources. He alluded to the negative aspect of the process, emphasizing this was a difficult and painful exercise for all those involved. In conclusion, Dr. Cooke acknowledged the collaborative efforts of the principals, teaching staff, the Educational Assistants, the Union (Office and Professional Employees' International Union) and other staff in facilitating the whole process.

Ms. Sylvia Scarrow, Senior Employment Officer, advised of a meeting next week with elementary school principals to communicate the reductions required and the bumping procedures involved with the expectation of implementing this course of action as soon as possible. She confirmed that the Educational Assistant position on the ERIP list was reviewed along with the other Educational Assistant positions. Ms. Scarrow emphasized how well the Union has collaborated with the Board throughout this process.

Mrs. Hill considered this to be an excellent growing and learning process in working together. She praised all persons involved in making this difficult undertaking work to the best of our abilities.

Ms. Orban chose to perceive this downsizing as "rightsizing". When she surfaced concerns on the quality of service being jeopardized as a result of fewer Educational Assistants in the schools, Dr. Cooke commented this may be the perception of people who are so attached to the program.

Ms. Wilson alluded to Dr. Cooke's earlier reference to the Educational Assistants who have given up three Professional Activity (P.A.) days in order to save some positions. She wondered why the Hamilton Board feels it is necessary for Educational Assistants to attend P.A. days while other Boards do not.

Dr. Cooke stated that with the "team-building" system approach being actively practised in this Board, the principals feel it is appropriate to involve all staff in this type of undertaking.

Ms. Wilson hoped this practice would receive closer consideration given this time of financial restraint. She also expressed concerns on how the principals handle the shifting of Educational Assistants from one classroom to another, particularly in meeting the needs of the system more efficiently.

Mr. Hicks noted the comments on how "painful" the process has been and wondered if any suggestions were made to address the situation differently in the future.

Dr. Cooke said various alternatives have been considered, key among these would be seeking funding from the Ministry of Education and Training for some positions, "juggling" of the Educational Assistants' hours or a combination of both. Beyond this strategy, it will be necessary to scrutinize carefully the Educational Assistants' assignments in future to arrive at an optimum solution. There will be some recommendations for the trustees to consider in the final report.

Mr. Hicks requested that there be a "follow-up" with the individuals on the decisions the Board makes as he felt that to be extremely important and Dr. Cooke agreed it would be done.

Miss Cunningham perceived the whole undertaking as a clear example of a "culture shock". Recognizing the hardships experienced, she extended the Board's thanks and appreciation for the efforts of all those who facilitated the process, stressing "they set the tone and have given us the example".

Moved by Miss Cunningham:

That the verbal Report regarding the Status of Reduction of Educational Assistants' Hours be received for information. **CARRIED**

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Miss Cunningham:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

The public meeting adjourned and an in-camera session then followed.

Further action taken by the Board is not included in this public record of the in-camera session as the subject-matter under consideration involved decisions in respect of negotiations with employees of the Board [Section 183 (1a) (d) of the Education Act].

Read and confirmed,

CHAIRMAN

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MARCH 1993

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN/MUNICIPAL
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1993

MINUTES

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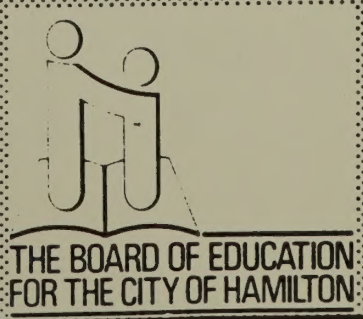

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 03 11

Present: Trustees B. Allen (Chairman Pro Tem), Darby, Hicks, Paquin and Cunningham.

Not Present: Trustees Hill and Stewart.

Also Present: Trustees Bishop, Desmarais, Johnston, Mason, Mulholland, Orban, Rogers and Wilson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
P. Gillie (Superintendent of Schools - Area 4)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Goodridge called the meeting to order. He advised the members that Trustee Stewart could not be present at tonight's meeting and asked for nominations for Chairman Pro Tem.

Moved by Miss Cunningham:

That Mr. B. Allen be appointed Chairman Pro Tem. **CARRIED**

Mr. Allen assumed the Chair. He noted regrets were received from Trustees Hill, Lowe and Rodgerson and then called for confirmation of the minutes.

Moved by Mr. Hicks:

That the minutes of the regular meeting of 1993 02 11 be approved as presented.

Mr. Mulholland requested clarification of the term "status quo" in the motion made at the last meeting regarding "maintaining status quo for Non-Bargaining Unit in the Plant Department until June, 1993" in the Report re Workload Study - Caretaking Department.

Miss Cunningham stated that, to her, status quo meant "things will remain as they are" at the time.

When Mr. Mulholland referred to a "profs" message to replace the two vacant Supervisory positions in the Plant Department, Mr. Sinclair recalled the assumption that any openings in the non-bargaining unit would be filled temporarily until the Report on the results of the Workload Study comes before the Board.

Mr. Mulholland felt there was a conflict between the intent of the motion and the assumption stated by Mr. Sinclair. It was his opinion it would be necessary to establish the need in order to fill an opening. Speaking to the current staff complement for the Plant Department, Mr. Mulholland expressed concern that the Supervisory positions ("Chiefs") outnumber the non-management personnel ("Indians"). He commented that "it seems we keep on adding the Chiefs but red-pencilling the Indians".

Dr. Johnston felt the discussion was not relevant to the confirmation of the minutes.

Mr. Allen called for the approval of the minutes, suggesting the discussion could continue thereafter.

The motion was voted on and was **CARRIED**.

In reply to further questions from Mr. Mulholland, Miss Cunningham reiterated her understanding and intention of "status quo", stressing her motion was not based on staffing numbers as she did not know the current staff complement in the Plant Department.

Dr. Johnston shared Miss Cunningham's views and noted his interpretation of the motion to be that new appointments, including the two vacant Supervisory positions in the Plant Department, would be held in abeyance.

Mr. Hicks considered it appropriate to look into these positions through the Budget deliberations, noting he too interpreted the motion as not filling any position until June.

Miss Cunningham affirmed the issue should be dealt with during the Budget process; however, she reminded the members that if the need for filling any position is determined then that process should be done through the Personnel and Organization Committee. In filling positions temporarily, Miss Cunningham suggested the recommendation should include the rationale and appointment term for the position.

Mr. Mulholland maintained his opposition to hiring additional Supervisory staff for the Plant Department.

Mr. Goodridge assured the members that in light of the concerns and confusion relating to the term "status quo", no action will be taken on appointing anyone to the two Supervisory positions in the Plant Department until the issue is clarified and comes to the Board for the proper course of action.

GENERAL

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Ms. Orban:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

a) Staffing Report

Mr. Sinclair reviewed the Report, noting the redeployment of the Educational Assistants has not been reflected in this Report as the adjustments will be effected during the month of March.

When Mrs. Bishop noted the increase in vocational staff, Mr. Sinclair explained this to be due to the timetabling between the first and second semesters. Courses that are not available during the first semester may be offered in the second semester.

Mr. Sinclair clarified for Trustees Bishop and Orban the rationale behind the declining enrolment. For the elementary panel, historical figures show a one percent enrolment decline over the course of the year. Mr. Sinclair stated that Mr. Owen Jackson, Research Supervisor, has confirmed this to be a trend in Hamilton because of the population change within the City. In the secondary schools, the declining enrolment is not unusual but rather an expected trend. Mr. Sinclair advised that, overall, the system has lost approximately 1,000 secondary students in terms of enrolment. He added that student dropouts are fairly evenly spread throughout the system.

Ms. Orban expressed interest in motivating students to stay in school and inquired if any survey has been done to address their needs.

Mr. Allen preferred this issue be dealt with at another time.

Responding to Miss Cunningham's question, Mr. Sinclair explained the difference between the budgeted and actual enrolment figures for both the elementary and secondary panels. He noted that staffing is done according to a number of factors, with enrolment projections and terms of the Collective Agreement as key. Mr. Sinclair recalled the results obtained last year when the Board held back on its hiring; one of many actions taken to ensure actual staffing was much closer to the budgeted figures.

Noting the closeness of the 1992 budgeted enrolment figure of 13,093 and actual figure of 13,001 for the secondary composite schools, Mr. Goodridge said from the Board's perspective "it is always better to add staff when the numbers show the need than try to reduce staff". He acknowledged that the Ministry's regulation on teaching contracts and the Collective Agreement have quite an impact on staffing/enrolment configuration and the Minister has been informed of our concern that we are "locked in". It is hoped the Ministry will allow Boards to staff according to first and second semester enrolment.

Mr. Hicks asked if the Director was aware of the change in semester length being introduced in community colleges, e.g. Mohawk College. This will result in a change in enrolment projection for some programs and extended work hours for teachers. Mr. Hicks added the new system is anticipated to provide greater educational opportunities for the students.

Mr. Goodridge affirmed his awareness of the new concept, particularly the various strategies in staff utilization; nevertheless, he would welcome any additional information from Trustee Hicks.

Mr. Mulholland suggested the Director may wish to share his expertise acquired in this area through his association with other Boards.

Moved by Ms. Orban:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

b) Report on Supply Teachers

Dr. Johnston commented on the large number of teacher absences due to personal reasons/illness reported for the Elementary panel than the Secondary.

Mr. Sinclair said this has been the historical trend, noting the ratio to be about 4:1.

Mrs. Nicholls advised that it is usually necessary to appoint an occasional teacher immediately in the elementary schools. At the secondary level, an occasional teacher may not be needed for the first day of a teacher's absence as every effort is made to provide internal coverage for the first day or so.

Mr. Goodridge remarked that many elementary school teachers are with their assigned class the majority of the day; hence,

this may cause them to be more susceptible to colds, etc. that young children are more prone to get than adults.

Moved by Miss Cunningham:

That the Report on Supply Teachers be received for information. **CARRIED**

Report regarding Workload Study - Caretaking Department

Mr. Mulholland declared a possible conflict of interest and stated he would not participate in the discussion nor vote on the issue.

Mr. Sinclair reviewed the Report.

Noting the Report named Daniels Associates Incorporated as the Consultants to conduct the Workload Study for the Board, Miss Cunningham suggested a motion should be made to engage the firm.

Mr. Sinclair detailed the scope of the services to be provided by the Consultants, noting all to be within the $50,000 total cost of the Study.

Ms. Orban suggested the Study include a summary of the numbers between the rank-and-file employees and supervisory personnel. She felt this formula could provide useful information in looking at jobs.

Mr. Sinclair advised that separate from the Study, but in conjunction with it, a study is being done on the structure and role of the Supervisory staff.

Moved by Canon Rogers:

That the following recommendations regarding the Report re Workload Study - Caretaking Department be approved:

(a) That Daniels Associates Incorporated be engaged to conduct the Workload Study at a cost not to exceed $50,000.

(b) That the Report dated 1993 03 11 be received by the Board for information.

(c) That Senior Officials report back to the Board on the results of the Workload Study on or before 1993 06 30.

(d) That a Trustee be appointed to serve on the Management Committee to review the results of the study and make suggestions on the implementation.

(e) That Senior Officials report to the Board at the November 1993 meeting of the Personnel and Organization Committee on the implementation of the Workload Study.
CARRIED

When Mr. Allen suggested naming the trustee representative on the Management Committee, Miss Cunningham advised the members that Trustee Stewart had been invited to sit on the Committee earlier. She would prefer delaying action on this until after her confirming Trustee Stewart's availability.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding Redeployment of Educational Assistants

Dr. Cooke reviewed the Report and highlighted the process undertaken in the redeployment of the Educational Assistants according to the identified needs across the system. He expounded briefly on the notification to these employees, the bumping/termination procedure and equity issues within the system. Dr. Cooke also advised the members the Board solicitors are assisting in the recovery of costs for Educational Assistants in a couple of areas where there have been insurance settlements due to children being involved in automobile accidents.

The members expressed their compliments and appreciation for the excellent Report.

Recalling he was not supportive of the reduction and redeployment of Educational Assistants, Mr. Mulholland presented a letter to all trustees from parents of students in the Fairfield Junior Kindergarten program voicing their concerns, particularly student safety, as a result of the reduction of Educational Assistants. As he acknowledged the direction taken by the Board on the issue, Mr. Mulholland provided Dr. Cooke with a copy of the letter and asked him to look into the situation.

Mr. Darby described the situation in the Fernwood Park Junior Kindergarten program, noting the important role of an Educational Assistant in ensuring student safety in light of the classroom having no washroom. The washroom located outside the classroom has an exit area leading to the playground and this has aggravated the safety concerns among parents by the removal of the Educational Assistant. Mr. Darby felt the Board should allow flexibility and retain the Educational Assistant. He also requested that the officials look at the possibility of adding a washroom in the Junior Kindergarten classrooms which do not have one. He acknowledged this could pose an initial cost of about $5,000 per room; however, he felt this cost could be a better solution to the situation. He signified his intention to make a motion to this effect at the appropriate time.

Miss Bond, responding to Mrs. Mason's question, advised that the maximum class size for the Junior Kindergarten program is 22 students for one teacher.

Mrs. Mason expressed concern that with the new process there will only be one adult, i.e. the classroom teacher, supervising a large group of Junior Kindergarten students who are 3 and 4 years old.

Dr. Cooke advised that at this time no Educational Assistants have been eliminated in Junior Kindergarten classes with 19 to 22 students.

Responding to concerns raised by Trustees Bishop and Wilson, Dr. Cooke clarified that changing the placement of the child is among the options which will be considered during the process of allocating/redeploying of Educational Assistants throughout the system. He added that the Area Supervisors have been

collaborating with the school principals in ensuring that the process is well in place and that all needs within the system are equally considered. For Special Education classes, Dr. Cooke explained that the possible options, e.g. moving the student to the home school where there are identical programs, are reviewed in order to determine the most appropriate setting for the student.

Mrs. Bishop suggested that school situations where a change in placement of the child is required should be brought to the Board to enable the members to consider closely the allocation of resources.

Dr. Cooke clarified for Mrs. Mason that traditionally there was an automatic assignment of Educational Assistants to particular programs regardless of the number of students, teachers' skills and volunteer help. Considering the characteristics of the students, this practice could continually pose a "judgement call" in some situations. Dr. Cooke advised further that the school principal can request an Educational Assistant based on students' needs and the classroom situation. However, although some principals endorse the importance of the Educational Assistant in the classroom, there are principals who prefer addressing other priorities and many have the Junior Kindergarten program at the bottom of their priority list. Dr. Cooke concluded that given the prevailing financial restraint in the education system, it is not feasible to respond to all requests for Educational Assistants favourably.

Mr. Allen ruled the discussion to be off course at this point.

Mr. Darby stressed his support for an Educational Assistant in the Fernwood Park Junior Kindergarten program.

Moved by Mr. Darby:

(a) That the Plant Department explore the possibility of adding washrooms in Junior Kindergarten classrooms, where none exists, in consideration of student safety concerns due to the redeployment of Educational Assistants.

(b) That, in the interim, the Full-Time Equivalent of Educational Assistants be increased by 0.5 position to alleviate safety concerns in the Fernwood Park Junior Kindergarten program.

Miss Cunningham did not support the motion, commenting that the process has just begun and the members were assured that the program will be reviewed with "checks and balances" built in. She felt it appropriate, therefore, to give the plan an opportunity to work. Miss Cunningham considered this process to be the beginning of site-based management and the principals should be addressing this issue at this time. She perceived that many of the problems identified could be solved this way.

Dr. Johnston supported the new process of utilizing the Educational Assistants and commended the efforts of the officials, staff and all individuals involved in the undertaking. He too voiced his opposition to the motion.

Mr. Hicks shared the sentiments expressed by Trustees Cunningham and Johnston and felt it proper to give the officials the opportunity to implement the plan. Mr. Hicks concluded the Report was quite thorough in addressing all the concerns raised on the issue.

Dr. Cooke assured the members that any proposal to add to staff relating to the Educational Assistants will be brought to the Board for approval. He emphasized that the new process, along with open access, the findings of the Special Education Action Team and the issues on destreaming are expected to impact on the following: (a) the need for increased teacher in-service, (b) reduction in class sizes to better address and recognize the needs of Special Education children and (c) the need for additional Educational Assistants. In conclusion, Dr. Cooke stressed that all those involved with the process were not 100 percent "comfortable" with this direction.

Trustees Rogers and Mulholland did not support the motion.

Canon Rogers was confident of the success of the process in light of the efforts and assurances provided by the officials.

Mr. Mulholland, expressing difficulty in not supporting the motion, acknowledged the efforts of Dr. Cooke and the System Committee in facilitating the process. He believed the parents at Fairfield Elementary School would be receptive to the Board's direction on the issue; however, he expressed hope the situation in the school would be brought to the attention of Mrs. Marlene Rielly, Area 3 Supervisor, for proper action.

Miss Cunningham noted the first part of the motion pertains to an operations issue rather than personnel.

Mr. Allen believed Clause (a) to be more appropriate to the Operations Management Committee.

Mr. Darby challenged the Chair; the challenge was voted on and was **LOST**.

Clause (b) was voted on and was **LOST**.

When Mr. Darby requested an opinion regarding a safe learning environment for some of the Junior Kindergarten programs in Hamilton schools, Dr. Cooke preferred not to respond.

Mr. Goodridge expressed concern with that type of question for many reasons. He offered to speak with the trustee following the meeting if he so wished. Mr. Goodridge emphasized that the safety of children is our number one concern.

Moved by Ms. Orban:

That the Report regarding Redeployment of Educational Assistants be received for information. **CARRIED**

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mrs. Bishop:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

The meeting adjourned.

An information meeting with the Director and the Superintendent of Finance and Treasurer regarding the 1993 School Board Grant/Funding from the Ministry of Education and Training and the scheduling of the Budget Review Committee meetings was convened after the public meeting. An in-camera session of the Personnel and Organization Committee then followed.

Read and confirmed,

CHAIRMAN

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MINUTES

APRIL 1993

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN/MUNICIPAL
CA4 ON HBL W26
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FOR THE CITY OF HAMILTON

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 04 08

Present: Trustees R. Stewart (Chairman), Darby, Hill, Paquin and Cunningham.

Not Present: Trustees Allen and Hicks.

Also Present: Trustees Bishop, Desmarais, Johnston, Mason and Mulholland.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
P. Gillie (Superintendent of Schools - Area 4)

Mr. Stewart called the meeting to order and noted regrets were received from Trustees Allen, Hicks and Rodgerson. He then asked for confirmation of the minutes.

Moved by Mrs. Hill:

That the minutes of the regular meeting of 1993 03 11 be approved as presented. **CARRIED**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Interim Report on the Future Role of the Staffing Co-ordinator - Academic

Mr. Sinclair reviewed the Report, noting a more detailed Report will be forthcoming either in May or June.

Moved by Dr. Johnston:

That the following recommendations in the Report on the Role of Staffing Co-ordinator - Academic be approved:

(a) That this interim report be received for information.

(b) That a more detailed report be received by 1993 06 30 as part of the Director's organizational plan.

Miss Cunningham urged this report be presented to the trustees as soon as possible.

Mr. Stewart clarified for the members that the timeline for the next Report will be finalized at the next Chairs' Committee meeting.

The motion was voted on and was **CARRIED**.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Miss Cunningham:

That the Recommendations of the Director of Education be approved. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Sinclair highlighted the following: (a) the additional .14 staff in the Lunchroom Program at Queen Victoria Elementary School [5 Lunchroom Supervisors' hours increased by 15 minutes], (b) the reduction in the number of Educational and Lunchroom Assistant staff [23.5 Educational

Assistants and 3 Lunchroom Assistants] towards the target reduction of 35 full-time equivalent positions; the Board's eligibility for reimbursement by the Ministry of Education and Training and insurance companies for 4.5 Educational Assistants, plus the equivalent of 3 staff through P.D. Day payroll savings and (c) the decline in Secondary Composite School enrolment by 258 students for the period February to March.

Moved by Mrs. Hill:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

Mrs. Hill asked when the staffing report for casual staff, as requested by Mrs. Bishop for the past 3 months, is coming to this Committee. With the completion of the Budget process, she suggested the officials should have an opportunity to address this.

Mr. Sinclair agreed to look into this request and provide feedback.

(b) Report on Supply Teachers

Mr. Sinclair referred to Page 9, the Column on Personal Leave Days/Contract and provided the following figures for February: 26 (Secondary) and 66.5 (Elementary), Total 92.5 (total for the year to date is 133).

Mr. Sinclair also drew attention to the fact that 25% of the 1993 Budget Estimate for Supply Teacher Usage of $2,865,000 has been spent (23.3% spent this time last year).

Moved by Dr. Johnston:

That the Report on Supply Teachers be received for information. **CARRIED**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mrs. Hill:

That the recommendations of the Director of Education be approved as presented.

Referring to Clause 6 (Retirements) and Clause 7 (Leaving Employment), Mrs. Hill inquired why the effective dates for release from the employ of the Board differ.

Mr. Sinclair clarified the release date for retirements (1993 06 30) allows pensions to commence in July.

Mr. Goodridge added the date of 1993 08 31 (Clause 7) allows for continuity in terms of a contract when a teacher is taking a new assignment at another Board.

The motion was put to a vote and was **CARRIED**.

Requests for "Four Over Five" Plan

Moved by Dr. Johnston:

That the following requests for "Four over Five" Plan be approved:

(a) That approval be granted for the request of Todd Kirby (S) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Collective Agreement, effective 1998 02 01 to 1998 06 30 (2nd Sem., 1997-98 School Year).

(b) That the effective dates for the Leaves of Absence under the Salary Holdback Plan ("Four Over Five") of the Collective Agreement granted to the following teachers at previous meetings be changed as shown:

David Donat (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)
David Phillips (E), 1993 09 01 to 1994 06 30 (1993-94 School Year)

(c) That the Board rescind the Leave of Absence granted at a previous meeting to Doreen Johnston (E) and approve her request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1995 09 01 to 1996 06 30 (1995-96 School Year).

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

MAY 1993

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN/MUNICIPAL
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URBAN MUNICIPAL
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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 05 13

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also Present: Trustees Bishop, Desmarais, Johnston, Korz, Mason, Mulholland, Orban and Wilson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order and noted regrets were received from Trustees Lowe, Patenaude, Rodgerson and Rogers. He then asked for confirmation of the minutes.

Moved by Mrs. Hill:

That the minutes of the regular meeting of 1993 04 08 be approved as presented.

CARRIED

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Job Coach - Transitional Work Experience Program (T.W.E.P.)

Miss Bond presented the Report.

Moved by Mrs. Bishop:

That the position of Job Coach, Transitional Work Experience Program (T.W.E.P.) be renewed for the 1993-94 school year.

Trustees Bishop and Wilson commended the progress of the program, stressing its positive results for students with needs at the secondary level.

Miss Bond clarified for Trustees Bishop and Allen that the position initially called for a "basic" Job Coach with a High School diploma and experience with special needs children. She noted the scope of the job now carries a much broader approach.

The motion was voted on and was **CARRIED**.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mrs. Hill:

That the Recommendations of the Director of Education be approved.

Mr. Stewart referred to the retirement of Mr. Sinclair, Superintendent of Human Resources, in Clause 6(a) (ii) on Page 4A and read Mr. Sinclair's letter of resignation due to retirement.

Acknowledging the short period of time they have worked together, Mr. Goodridge expressed his appreciation for the support and encouragement he has received from Mr. Sinclair.

On behalf of the former Administration and the Senior Officials, he thanked Mr. Sinclair for his outstanding dedication and devotion to this system, and "wished him well".

Dr. Johnston commended Mr. Sinclair for his leadership, kindness and willingness "to go the extra mile" in carrying out his job responsibilities.

On behalf of the members, Miss Cunningham expressed the Board's thanks and good wishes to Mr. Sinclair.

In reply to Ms. Orban's question, Mr. Sinclair affirmed the positions stated in Clause 4(a) on Page 3 entail three to five years appointment terms under the Collective Agreement. However, in light of the on-going organization restructuring, it was deemed appropriate for a one-year extension for these positions. Mr. Sinclair assured the members that the staff involved are well aware of this direction.

The motion was put to a vote and was **CARRIED**.

(a) Staffing Report

In reviewing the Report, Mr. Sinclair pointed to the reduction by 5 staff in the Cleaners/Cooks line and noted the reduction of 27 staff to date for this employee group resulting from the implementation of second day cleaning in the elementary schools. He anticipates this total to reach 30 by June.

Moved by Dr. Johnston:

That the Staffing Report - Full Time Equivalent Positions be received for information.

When Ms. Orban surfaced her concerns about the declining enrolment in the secondary panel, Mr. Sinclair said the decline, which is about 10% of the secondary student population, is just slightly higher than the normal trend of 8% to 10%.

Ms. Orban expressed hope the Board will continue to address the dropout rate, stressing that secondary education seems to be the "terminal" period for some students.

The motion was voted on and was **CARRIED**.

(b) Report on Supply Teachers

Mr. Sinclair advised of a forthcoming Report in June regarding the use of temporary staff to cover for absences in areas other than teaching positions. Noting this information has been requested by the trustees, he said it will include budget allocation by area/department for temporary/casual staff and the nature of the jobs involved.

Pointing to the 1993 Budget of $2.8 million for supply teacher usage, Mr. Sinclair said the Board has spent $1,040,196 for three months or 36% of our budget. Last year's figure was 33.6% during the same period. He recognized the need to monitor this area to the end of June and review our strategies for the Fall to ensure that spending is within Budget as we are approximately 3% to 4% over budget right now.

Moved by Miss Cunningham:

That the Report on Supply Teachers be received for information. **CARRIED**

Director's Entry Interview Process - Summary Report

Mr. Goodridge presented the Report, emphasizing the positive outcome of his Entry Interview process. In discussing the Background of the process, he stressed the importance for a newcomer to "understand and adapt to the culture of the organization as the organization will not adapt to the individual".

Based on information gathered, Mr. Goodridge affirmed the strengths of this organization far outweigh the improvements required. Pointing to the list of interviewees in Appendix B, he said they represent a cross-section of the whole organization while the Critical Path Director's Entry Public Relations (P.R.) Program detailed in Appendix C provides him the opportunity to interact and become known in various community groups.

In closing, Mr. Goodridge expressed his thanks and appreciation to all those involved in the process for their contributions, support and encouragement.

Moved by Mr. Allen:

That the following recommendations in the Director's Entry Interview Process - Summary Report be approved:

(a) That the Board receive the Director's Entry Process Summary Report dated 1993 05 13.

(b) That the Report be shared with all system partners.
CARRIED

Report re Arbitration Award relative to Termination of the Caretaker during the Strike

At an in-camera session following the public meeting, the following motion was considered and approved:

Moved by Mrs. Hill:

That the Report regarding the Reinstatement of Michael Hillman, Assistant Caretaker, including the following recommendation, be received as information:

(a) That, in accordance with the Arbitration Award dated 1993 05 04, Michael Hillman be reinstated in employment as an Assistant Caretaker, Plant Department, effective 1993 05 06.
CARRIED

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Dr. Johnston:

That the recommendations of the Director of Education be approved as presented.

When Mr. Allen questioned why there are only two Vice-Principal appointments in the Recommendations, Mr. Sinclair said the staffing process for Principal and Vice-Principal

positions is currently under review and at this time the officials are bringing available information for Board approval.

Mr. Stewart advised there will be more information on the issue during the in-camera session.

Referring to Clause 2(a), Mr. Sinclair said this confirmation of appointment is for record-keeping purposes only, noting the new provisions in the Collective Agreement require two years rather than three for confirmation.

Miss Bond clarified for Mrs. Bishop that the term of appointment for the positions stated in Clause 4(a) required an "extra year" to allow for closer consideration and evaluation of the pilot projects in place.

Mrs. Hill referred to Clause 4(a), e.g. the position of Primary Consultant, and inquired of existing policies and/or philosophy in how and why the Board makes such appointments.

Mr. Sinclair, in explaining the process, emphasized that the initial appointment term is for a period of 3 years and may be extended for another two years.

Mr. Binns said the "standing philosophy is to share the jobs around"; however, when an incumbent is doing an excellent job and is in the midst of completing a project, then an extension is recommended.

Mrs. Hill was pleased that these appointments are viewed as training opportunities for staff.

The motion was voted on and was **CARRIED**.

The public meeting adjourned and the Committee met in-camera.

Read and confirmed,

CHAIRMAN

rt

JUNE 1993

PERSONNEL AND ORGANIZATION COMMITTEE

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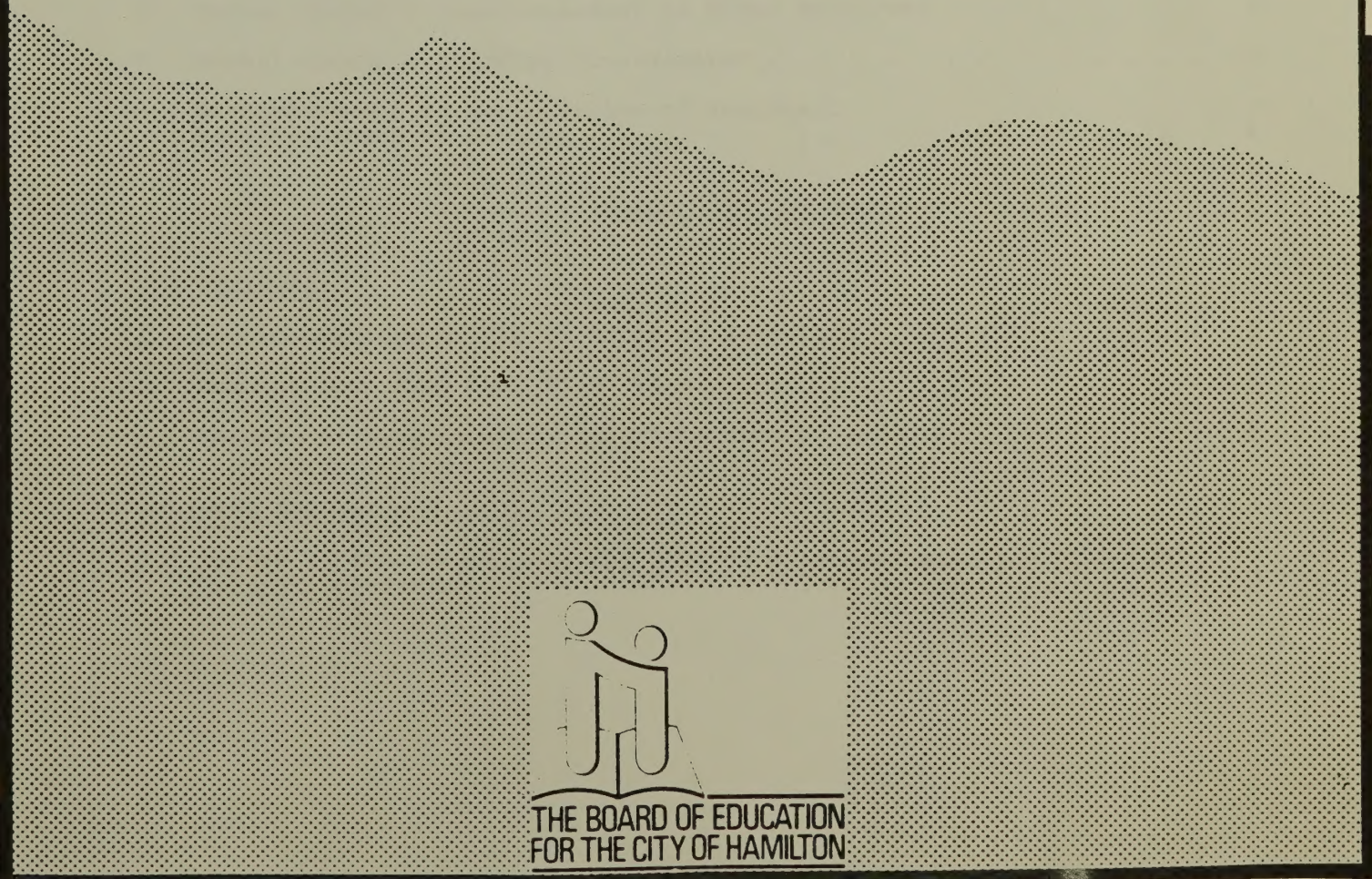

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 06 10

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also Present: Trustees Bishop, Desmarais, Lowe, Mason, Mulholland, Orban, Rodgerson, Rogers and Wilson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
F. Cooke (Assistant Superintendent of Program)
G. Rutledge (Controller)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order and noted regrets were received from Trustee Johnston. He then asked for confirmation of the minutes.

Moved by Mr. Hicks:

That the minutes of the regular meeting of 1993 05 13 be approved as presented. **CARRIED**

GENERAL

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Canon Rogers:

That the Recommendations of the Director of Education be approved. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Sinclair noted the .5 additional teaching staff for the Senior Kindergarten program at A. M. Cunningham Elementary School and an increase of .5 Educational Assistant for a Senior Kindergarten class at Allenby Elementary School.

Moved by Mrs. Hill:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

(b) Report on Supply Teachers

Mr. Sinclair drew the members attention to the Personal Leave Days/Contract column on Page 5 and advised that the combined Secondary/Elementary figure for April is 102, bringing the Totals to 255.5. Recalling the concerns expressed at the last meeting regarding the upward trend in expenditures, i.e. at 48.5%, he said special measures will be in place by September relative to the use of supply teachers to ensure spending in this area remains within budget.

Moved by Mr. Darby:

That the Report on Supply Teachers be received for information. **CARRIED**

(c) Casual Assistance Report

(i) Report on Substitute Cleaner Usage - 1993

At this point, Mr. Stewart stated he wished to leave the Chair to allow him to raise his concerns with the Report.

Moved by Mrs. Hill:

That Mr. B. Allen be nominated Chairman Pro Tem. **CARRIED**

Based on the information provided in the Report, Mr. Stewart noted an average of $60,259 "in taxpayers' money" as being paid to casual employees covering Cleaning Staff absenteeism, which is approximately 19% if vacation and holiday time off is included. Expressing deep concern, Mr. Stewart considered the situation "totally unacceptable".

Mr. Sinclair apprised the members of a Report on an Attendance Management Plan which is being developed and will be presented to this Committee in September. He referred to the discussions with the Union in an attempt to analyze and address the issue, taking into consideration the concerns and needs of both parties involved, to bring it under much better control.

Expounding briefly on the financial implications of the Provincial Government's "social contract" for school boards, Mr. Goodridge stressed the need for this Board, along with its system partners, to "take a hard look of how we are using our dollars". Noting the many problems facing the Board at this time, he expressed hope that the system will be able to work together in its pursuit to continue providing quality education for all students.

Mr. Sinclair affirmed for Mr. Stewart that Casual Expense is expected to lessen during the Summer months due to vacation periods.

It was agreed:

That the Report on Substitute Cleaner Usage - 1993 be received for information.

Mr. Stewart resumed the Chair.

(ii) Casual Budget and Expenditures - 1993

Mr. Sinclair reviewed the Report, commenting that the format for this Report will be "refined" in the future. In light of the impact of reduced grant funding and transfer payments, Mr. Sinclair alluded to the officials' decision to put a halt on many of these expenditures; however, he noted some areas have small commitments attached to them at this time. He anticipates providing the members with further update in the Fall containing a projection of expenditures from July 1st to December 31st.

Moved by Mr. Allen:

That the Report on the Casual Budget and Expenditures - 1993 be received for information.

Mr. Sinclair clarified for Mrs. Bishop that a large portion of the casual budget for Human Resources Department has been spent in the area of Affirmative Action/Employment Equity and Race Relations programs -- both programs had full-time staff prior to incorporating Race Relations into the Affirmative Action/Employment Equity program, including secretarial assistance. This secretarial assistance was removed as part of last year's downsizing.

In response to concerns, Mr. Sinclair affirmed there are still casual employees on staff from April to date; however, in view of the restraint in casual expenditures, there will be zero-based budgeting for casual staffing as of July 1st and if any need arises, the request must go to Senior Management. He remarked further that, in conjunction with the special measures for supply teacher usage, staffing expenditures will be closely monitored across the system where there is payroll discretion.

Mr. Goodridge commented this course of action should be perceived as an attempt to put a significant issue in a larger context. He stated the message for the system is that the expectation in the past no longer holds for the future, emphasizing the need for this Board to do business differently at this time. Noting the initial planning that has to be undertaken in coping with the present situation, Mr. Goodridge advised of forthcoming discussions with the various federations and unions in order to share information, analyze the issues and hopefully facilitate the decision-making process.

The motion was voted on and was **CARRIED**.

Workers' Compensation Update - Occupational Health and Safety Policy

Mr. Sinclair presented the Report.

Moved by Mr. Hicks:

That the Update Report on Workers' Compensation - Occupational Health and Safety Policy be received for information and the following recommendations approved:

(a) That it shall be the policy of the Hamilton Board to provide a safe and healthy environment for all people in Board-owned facilities in accordance with the Occupational Health and Safety Act.

(b) That the financial implications relating to the Occupational Health and Safety Policy be presented to the Board by 1993 12 31, for consideration in the 1994 budget.

(c) That an Occupational Health and Safety Procedure Manual be prepared in support of this Policy by 1993 12 31.

(d) That an Annual Report on the Occupational Health and Safety Policy be presented to the Board in June of each year.
CARRIED

Report of the Affirmative Action/ Employment Equity Committee

Moved by Mr. Allen:

That the Report of the Affirmative Action/Employment Equity Committee be approved as presented.

Mr. Sinclair clarified for Mrs. Hill that it may not be appropriate for the Superintendent of Human Resources to hear appeals under the Policy Against Harassment because of his involvement in the actual procedures in this area and interaction with the facilitators and fact finders during discussions of issues. He said the intent is to have an individual, who is not directly involved in the preliminary discussion of any harassment issue, to hear and decide on an appeal.

Mrs. Rodgerson expressed her concerns with Inclusive Language, stressing this to be a political issue in which the Board, as an education body, should not be involved. Not seeing any reason to alter the present language form, she considered the proposed changes to conform with the concept of Inclusive Language as unnecessary.

Mrs. Bishop felt Inclusive Language would be beneficial to certain individuals in the community, particularly those needing to increase their self-esteem, e.g. disadvantaged women, persons with disability, members of visible minority groups, etc.

Noting the Board's significant accomplishments in the Affirmative Action/Employment Equity program since its inception, particularly in promoting opportunities for women, Miss Cunningham called for discretion in accommodating new initiatives in this area. She questioned the composition of the Panel Proceedings for the Policy Against Harassment and the need to establish a staff committee to oversee the issue on Inclusive Language. Concerned with its tremendous impact on the Board's literature, Miss Cunningham felt that adopting the Inclusive Language concept for this system is only "re-inventing the wheel", expressing her preference to let other organizations "pick up" this undertaking. Miss Cunningham did not support the Report.

Mrs. Lowe expressed her opposition to the Report. Stating the Board is now faced with many difficult issues, she felt the recommendations, particularly on Inclusive Language, will only complicate the problems.

Ms. Orban considered Inclusive Language as involving various issues, not only the gender issue, and with many organizations now looking into the process, she felt the Board should begin dealing with the matter.

Mr. Allen discussed briefly the presentation and discussion at the 1993 06 07 meeting of the Affirmative Action/Employment Equity Committee and referred to a McMaster University resource document which was also presented at the meeting. Noting further the direction from Federal Government regarding the development of gender-free language, Mr. Allen commented that the change may prove difficult and uncomfortable to many but the Board has to "go with the flow" eventually.

In view of the members' concerns with a suggestion to receive the Report for information, Mrs. Lowe suggested receiving it for information and that no action be taken at this time.

Miss Cunningham recalled the discussion regarding Board policies at the 1993 06 09 Rules and Regulations Committee

meeting, advising of the Director's efforts to have all Board policies and procedures reviewed and updated as appropriate. Mrs. Hill referred to a Selection Policy Committee on Resource Materials, which has a trustee representative. This Committee is meeting to determine selection criteria within schools and she was concerned there could be a duplication of effort.

Mrs. Bishop felt it would not be fitting to suspend approval of Clause 1, which relates to the Policy Against Harassment, considering the Policy is in place and working well for the system.

There was agreement to consider each recommendation in the Report separately.

Moved in amendment by Miss Cunningham:

That the following recommendations in the Report of the Affirmative Action/Employment Equity Committee **be received for information and that no action be taken:**

1. That the Update - Policy Against Harassment be received for information and the following amendments to the Board's Policy Against Harassment be approved:

(a) That the areas of the Policy which previously referred to the "Associate Director" be changed to "Director" and the "Associate Director/Designate" be changed to "Director/Designate". **LOST**

(b) That Panel Proceedings be revised to read:

The Panel of three people is appointed by the Director and will consist of one Superintendent, one Trustee and a designate as considered appropriate by the Director. **CARRIED**

2. That the Update on "Bill 79 - an Act to provide Employment Equity for Aboriginal People, People with Disabilities, Members of Racial Minorities and Women" be received for information. **CARRIED**

3. That the Report regarding Inclusive Language be received for information and the following recommendation approved:

(a) That a staff committee be established to develop a draft policy on Inclusive Language and that a report be brought back to the Affirmative Action/Employment Equity Committee by 1994 01 01. **CARRIED**

4. That the correspondence from and presentation by the Hamilton Women Teachers' Association (HWTA) regarding the use of Inclusive Language in our System be received for information. **CARRIED**

Moved by Mr. Allen:

That Recommendation 1(a) [above] in the Report of the Affirmative Action/Employment Equity Committee be approved. **CARRIED**

At an in-camera session, the following recommendations were considered and approved:

Contract - Director of Education and Secretary

It was agreed:

That the verbal Report regarding the Contract - Director of Education and Secretary be received for information.

Verbal Update - Superintendent of Human Resources

It was agreed:

That the verbal Update regarding the position of Superintendent of Human Resources be received for information.

Verbal Update - Staffing Co-ordinator

Moved by Mrs. Lowe:

That the verbal Update regarding the position of Staffing Co-ordinator be received for information and the following recommendations approved:

(a) That Barbara Howard be requested to continue to work on a part-time basis, as required, during July and August, in the position of Staffing Co-ordinator.

(b) That an appropriate qualified staff member be seconded to the position of Staffing Co-ordinator from September to December 1993 with salary according to the salary schedule.
CARRIED

Re-appointment to the position of Assistant Superintendent of Program

Moved by Mrs. Mason:

That Frank Cooke be re-appointed to the position of Assistant Superintendent of Program, for a three-year term, effective 1993 09 01, with salary according to the salary schedule.

Mr. Mulholland requested a recorded vote.

The motion was voted on and was **CARRIED**. Those in favour: Trustees Allen, Bishop, Cunningham, Desmarais, Hill, Lowe, Mason, Orban, Rodgerson, Rogers, Stewart and Wilson; opposed: Trustee Mulholland.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

To accommodate Mr. Stewart's concerns, the members agreed to deal with Clause 3 - Promotions in-camera. The members also agreed to delete the recommendation regarding a teacher leaving the employ of the Board (Clause 7) as requested by the officials.

Moved by Miss Cunningham:

That the recommendations of the Director of Education, excluding Clause 3 - Promotions, be approved as presented.
CARRIED

The members then met in-camera.

At the resumption of the public meeting, the following motion was considered and approved:

Moved by Miss Cunningham:

That the following recommendations of the Director of Education be approved:

3. PROMOTIONS

(a) (i) That the following teachers be appointed to positions indicated, effective as shown, with salary according to the salary schedule:

Diane Aitken (E), Junior Middle School Consultant - Area 3, 1993 09 01 to 1994 08 31
Anne Cliffe (E), Junior Middle School Consultant - Area 2, 1993 09 01 to 1994 06 30
Joseph May (S), Acting Assistant Head of Department - Business, 1993 09 01
Janice Reese (S), Acting Head of Department - Music, 1993 09 01 to 1994 08 31
Michael Rehill (S), Acting Head of Department - Music, 1993 09 01
Linda Walker (S), Early and Formative Years Consultant - Area 1, 1993 09 01 to 1994 08 31
Charles Waterman (E), Area Supervisor - Area 3, 1993 09 01 to 1994 08 31
(Replacements)

(ii) That Barbara Jepson be appointed to the position of Acting Principal of an Elementary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**

(iii) That Margaret Bowman be appointed to the position of Acting Principal of a Secondary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**

(iv) That Kenneth Griffin be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**
CARRIED

Request for "Four Over Five" Plan

Moved by Miss Cunningham:

That the following request for "Four Over Five" Plan be approved:

(a) That approval be granted for the request of Carol Mulholland (E) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Collective Agreement, effective 1997 09 01 to 1998 06 30 (1997-98 School Year). **CARRIED**

Renewal of Appointment - Superintendent of Schools

At an in-camera session, the following motion was considered and approved:

Moved by Ms. Orban:

That the appointment of Richard Binns as Superintendent of Schools be renewed, effective 1993 08 01, for a five-year term, subject to a mutually agreeable contract. **CARRIED**

BUSINESS ARISING OUT OF THE MINUTES:

Report on the "Results of the 1992-93 Principal and Vice-Principal Selection Process"

At an in-camera session following the public meeting, the following motion was considered and approved:

Moved by Mrs. Hill:

That the Report on the "Results of the 1992-93 Principal and Vice-Principal Selection Process" be received for information and that a Report on a revised process be brought to the Personnel and Organization Committee for approval on or before the November 1993 meeting. **CARRIED**

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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PERSONNEL AND ORGANIZATION COMMITTEE

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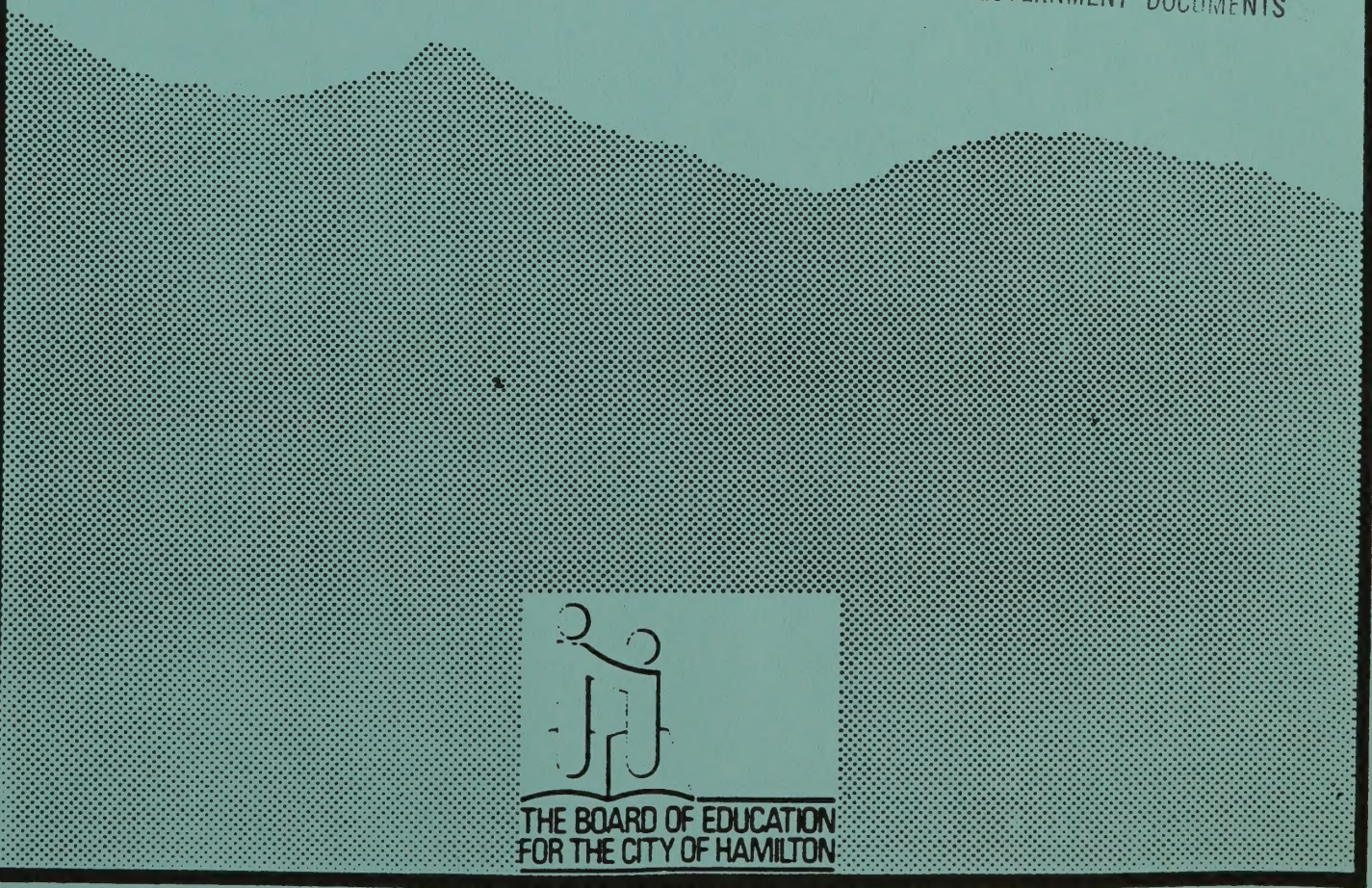

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 09 09

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Paquin and Cunningham.

Not Present: Trustee Hill.

Also Present: Trustees Johnston, Lowe, Mulholland, Orban and Rodgerson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Orlando (Superintendent of Plant)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
G. Rutledge (Controller)

Mr. Goodridge called the meeting to order. Advising the members Trustee Stewart would be late for tonight's meeting, he called for nominations for Chairman Pro Tem.

Moved by Mr. Darby:

That Mr. B. Allen be appointed Chairman Pro Tem. **CARRIED**

Mr. Allen assumed the Chair. He noted regrets were received from Trustees Rogers and Wilson and then called for confirmation of the minutes.

Moved by Ms. Orban:

That the minutes of the regular meeting of 1993 06 10 be approved as presented. **CARRIED**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Plant Department Restructure Plan (Replacement Needs Resulting from the Board's ERIP - Plant Department)

In reviewing the Report, Mr. Orlando noted that this represents Stage II of the Director's Restructuring Plan. The recommendations for the Plant Department take into consideration the budget restraints, the Board's downsizing efforts and the impact of the Early Retirement Incentive Plan (ERIP) as well as the need to do business differently given the current economic reality. He added that Senior Management, the Supervisory Staff, C.U.P.E. Local 1344 and the Workload Study Consultant had input into this Report.

Mr. Mulholland appreciated the overall direction of the restructuring plan; however, he questioned some aspects of the Report, i.e. the $60,000 reduction through the elimination of the Temporary Assignment in Caretaking Services, noting the job was created because of ill health. While agreeing with the concept of the flowchart on Page 6,

he questioned the grouping of schools for supervision by the Site Leaders, both the number and locations, suggesting that 11/12 rather than 13 groupings were all that were necessary.

Responding to Miss Cunningham's question, Mr. Orlando explained the process in developing the school grouping, emphasizing input was received from all Supervisory Foremen and Secondary School Foremen to ensure an equitable distribution of these schools. He added that both the location and workload were taken into consideration with the workload factor given more weight in the overall decision.

Miss Cunningham urged the Plant Department to utilize the computers to centralize the purchasing of supplies.

Mr. Orlando responded to a question that the Social Contract does not impact on this Report.

Mr. Goodridge advised that, with the Board's desire to work co-operatively with all employee groups with regard to the Social Contract, it is providing every group (through the Social Contract Team) the opportunity to present their position on issues which may affect them.

Mr. Orlando clarified for Miss Cunningham that the Plant Department is on track with the Board's Integrated Information System (IIS), noting the implementation of the Employee Information System (EIS) is underway and the Financial Information System (FIS) is at the data collection stage. Responding to Miss Cunningham's follow-up question, he said developing a centralized/ computerized purchasing, repair and maintenance requisition system is an area of priority.

Mr. Orlando advised Ms. Orban that the Board has approved the Asbestos Response Team to June 1995, with a review of the program to be conducted at that time and a Report outlining the future direction for the program will be presented for the members' consideration.

In reply to Ms. Orban's inquiry, Mr. Orlando stated the Repair Requisition Memorandum (R.R.M.) is being streamlined to facilitate the process, noting emergency repair work may "by-pass" the R.R.M. process in some situations. He advised further that contracting out is being discussed by a Joint Committee of Management and the Union to develop training programs for staff.

When the Chairman ruled Ms. Orban's further questions on "contracting out" out of order, Ms. Orban challenged the Chair and the challenge was **Lost**.

Mr. Orlando, in reply to Mrs. Lowe, stated that the Secondary School Foreman position will be called Site Leader in the Restructure Plan, noting the new job description will focus mainly on supervisory functions. Noting that there is no increase in pay for these added responsibilities, he intimated that an analysis in terms of equity relative to the new job description of the Site Leader is yet to be done.

In reply to Mr. Hicks, Mr. Goodridge affirmed the Report has been vetted through Senior Management and noted this direction fits in with the overall restructuring plan in a number of ways, i.e. the concept of community of schools. He emphasized that it is possible that a structure for a "community of schools" for academic purposes could be different from this particular service model. This proposal is the Plant Department's attempt to recognize the need for change, illustrate fiscal responsibility and set a clear direction for the future. Mr. Goodridge expressed appreciation for the comments from the trustees this evening and acknowledged that the trustees may wish to refer the Report back to the officials for "fine tuning".

Responding to Mr. Hicks' question, Mr. Binns advised that the Joint Committee (Management/Union representatives) has met and discussed the Workload Study but not all issues have been addressed. He indicated that a Report is forthcoming to the members in the near future.

Mr. Mulholland noted that about 14 of the schools listed on Page 6 are closed or are being rented to community groups.

Mr. Salmon stated that staff is required to check on these schools once a week as the buildings remain the property of the Board.

To enable the officials to address the many issues raised tonight relative to the Report, the Director offered that a referral motion may be in order to permit the Senior Officials to consider any appropriate changes.

Moved by Ms. Orban:

That the Report regarding Plant Department Restructure Plan be referred back to the officials.

Mr. Stewart objected to a referral motion at the Director's initiative.

Moved by Miss Cunningham:

That the Report regarding Plant Department Restructure Plan be received for information and the following recommendations approved:

(a) That the following positions be eliminated retroactive to 1993 01 01:

Two Foremen (Maintenance)
One Supervisory Foreman (Caretaking)

Plus: One Temporary Assignment assisting the Manager, Caretaking Services

(b) That the reorganized structure of the Maintenance and Engineering Division [including scope of work] commencing September 1993 be approved.

(c) That the reorganized structure of the Caretaking Services Division [including scope of work and timelines] commencing September 1993 be approved.

In response to Mr. Darby's question, Mr. Orlando provided information regarding the number of employees in each of the 13 sites.

Messrs. Orlando and Binns affirmed for Ms. Orban that the Union had input in the Report and the general concept of the Plan was shared with them through the Joint Committee of Management/Union. While noting that the Union has not seen the final flowchart, Mr. Binns pointed out that the concept of Field Supervisors and Site Leaders was discussed and there was no perception of major objections from the Union representatives.

Regarding the Plan as a "living model", Mr. Stewart assumed the officials will bring back major changes as required for trustees' consideration.

Recognizing the importance of collaboration between the Board and its employees (union and non-union), Mr. Mulholland asked whether the Site Leaders have agreed to the proposal and the resulting extra workload.

Mr. Orlando emphasized the Supervisors' support of this direction, noting that they had a large measure of input.

Mr. Hicks agreed with the Director's suggestion of revisiting some of the issues raised tonight pertaining to the organization structure for the Caretaking Services Division. He commented the Board can no longer continue to operate with an old definition of "Management's Rights" and that times dictate more input and dialogue for the workers.

Moved in amendment by Mr. Hicks:

That Clause (c) be referred to the officials for further clarification.

Responding to Miss Cunningham's query, Mr. Orlando said the officials will endeavour to bring back a Report prior to the September Board meeting on 1993 09 23.

The amendment was put to a vote and was **CARRIED**.

The motion, as amended, was put to a vote and was **CARRIED**.

At this point, Mr. Stewart assumed the Chair.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Binns drew the members' attention to (a) the increase by two staff in the

Administrative and Support Staff line (June to August period) which correspond to the approved two positions in Computer Services (one has been filled while the other is being posted); (b) the decrease by 7 cleaners in the Cleaners/Cook line (May to August period) resulting from the downsizing in this area (second day cleaning).

Responding to Miss Cunningham's question regarding preliminary enrolment figures, Mr. Binns indicated Human Resources is in the process of collecting this information.

Mr. Paquin advised that George P. Vanier Secondary School's initial figures show an increase of about 54 students.

Moved by Mr. Darby:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

Assuming the enrolment statistics are readily available through the computer system, Miss Cunningham felt having this information in September would be helpful in terms of staffing and student enrolment.

Mr. Binns explained that, although some figures are available, the information, until confirmed, is meaningless.

(b) Report on Supply Teachers

Mr. Binns commented that Supply Teacher Usage for Leave Days due to personal reasons/illness follows the same pattern as the past year. Pointing to the January figure for Personal Reasons/Illness of 1,704.5 vs. the 1993 Total Days of 1,947.0, he concluded this may have resulted from the work stoppage with greater impact on the elementary schools than secondary schools.

Referring to the Personal Leave Days/Contract column in the Elementary Panel, Mr. Binns relayed the officials' concern with the significantly increasing trend in the figures for the April to June period. Noting Personal Leave of Absence is a "contractual obligation" in both panels, Mr. Binns advised that a memorandum was sent from the Director's Office to schools indicating the need for restraint in supply teacher usage, limiting occasional teacher coverage to illness, bereavement and Diagnostic and Review Team (D.A.R.T.) process for Elementary teachers. He advised of verbal voluntary co-operation resulting from preliminary discussion with the Elementary Teacher Federations on this issue, adding that the Senior Officials have not met with the Secondary School Federations.

Mr. Stewart recalled that when Personal Leave Days were first negotiated into the Collective Agreement, the rationale used was that it is difficult for teachers to "maintain integrity" in situations where they have to call in sick to attend their children's graduation. Therefore, the escalation in the number for Personal Leave Days for the month of June should have been anticipated.

Moved by Miss Cunningham:

That the Report on Supply Teachers be received for information. **CARRIED**

(c) Casual Assistance Report:

(i) 1993 Substitute Cleaner Usage

Mr. Sinclair stated the Report is updated to the end of July, noting two months have been added since the last reporting. He pointed to the continuing high trend for Substitute Cleaner Usage: the $370,952 expenditure reflected usage of about 60 to 80 substitute cleaners every working day of the month.

Acknowledging that this Report is prepared by manual labour, Mr. Sinclair referred to the pending on-line reporting at the school and site levels and the expected better analysis of this area that will result.

In answer to Mr. Darby's query, Mr. Sinclair affirmed the Board does not incur double payment for Leaves, Vacancies because the position is either vacant or the employee is on Leave of Absence without pay.

Mr. Sinclair clarified for Trustees Cunningham and Darby that the Board continues to pay the full salary for those on Workers' Compensation, with 75% returned by the Workers' Compensation Board. The Board then charges the sick leave account 1/4 day for each day off for the portion the Board is paying. He acknowledged that there is a new cost system being implemented, noting that Mr. Bill Urie, Co-ordinator - Occupational Health and Safety, would have to explain the details. Mr. Stewart suggested having Mr. Urie available to answer these questions at the next meeting when the Report is presented and to bring an update on WCB.

Moved by Mr. Allen:

That the Report on Substitute Cleaner Usage - 1993 be received for information. **CARRIED**

(ii) 1993 Casual Budget and Expenditures

In reviewing the Report, Mr. Sinclair said the total Casual Expenditure is expected to be reduced to $125,000 by year end, noting that, among other strategies, the Board did not employ Summer students in line with the direction to cut expenditures in anticipation that funds will be needed at the end of the year.

Mr. Shewfelt affirmed for Miss Cunningham that the recent secondment of a Finance staff member to the Integrated Information System (IIS) was of benefit to the project.

Moved by Ms. Orban:

That the Report on the Casual Budget and Expenditures - 1993 be received for information. **CARRIED**

Performance Appraisals

In presenting the Report, Mr. Goodridge stressed the issue of supervision and evaluation as a key priority throughout the system in order to foster credibility, encourage growth in terms of goals and aspirations and promote personal growth for the employees. He advised that one of the objectives for the new Superintendent of Human Resources is the development of supervised evaluation, noting that more information is forthcoming to the members at a later date.

Mr. Goodridge then discussed briefly Appendix A (Performance Appraisal of the Director of Education) and Appendix B (Performance Appraisal of Superintendents). He emphasized the performance appraisal process will provide the opportunity for input, dialogue, clear timelines and reporting system, striving to benefit the whole organization. He indicated he will report to the Board on the performance appraisals of the Superintendents.

Moved by Mr. Hicks:

(a) That the Performance Appraisal of the Director of Education, as presented, be used as the process to evaluate the Director of Education and Secretary.

(b) That the Performance Appraisal of Superintendents, as presented, be used as the process to evaluate Superintendents.

Responding to Ms. Orban's question regarding System Feedback -- both solicited and unsolicited (Page 26), Mr. Goodridge remarked that much depends on the ethics of an organization and the comfort level of individuals. He acknowledged that this will be addressed under the new process being developed by the Superintendent of Human Resources.

Mr. Goodridge clarified for Mrs. Rodgerson that the Performance Appraisal model presented tonight is in a state of evolution, stressing he wished the staff to "feel comfortable with it" and provide them the opportunity to effect changes as appropriate.

It was affirmed for Mrs. Rodgerson that letters of commendation are placed in the employee's personnel file.

When Mrs. Rodgerson suggested quantifying performance, Mr. Goodridge stated there is no intent to go toward this direction, maintaining that "mathematic equations do not equate to human kind". He underscored the objective is to assist every employee to develop and grow professionally in the job and ensure results which are measurable based on the overall performance.

Speaking in support of the Report, Mr. Allen was pleased that performance appraisal is being initiated from the top (Senior Management), considering this a positive communication to the system of the importance and seriousness placed by the Board on performance evaluation and accountability -- that someone is going to be measured on performance.

The motion was put to a vote and was **CARRIED**.

Mr. Goodridge advised Appendix C (The Supervisory Officer in Ontario) was inadvertently omitted. Stating his wish to share this information with the members as it will be incorporated into the Board's appraisal process, Mr. Goodridge said copies of the document will be placed in the trustees' lockers. (Note: Copies of "The Supervisory Officer In Ontario" placed in trustees' lockers, 1993 09 10.)

Attendance Management Policy

Mr. Sinclair presented the Report. In discussing the recommendations in the Report, Mr. Sinclair noted a further Report is forthcoming to this Committee in December which will provide more definite information on the issue.

Miss Cunningham appreciated the Report. She expressed deep concern that absenteeism is costing the Board close to $7 million a year.

Moved by Miss Cunningham:

That the Report regarding Attendance Management Policy be received for information and the following recommendations approved:

(a) That the Board adopt the following policy statement:

Attendance Management be considered a commitment of the Board of Education for the City of Hamilton. Although Superintendents will retain final accountability, management of employee attendance should be the responsibility of Principals and Managers. That appropriate in-service and training be provided for all staff as part of the implementation of this policy.

(b) That the Human Resources Department:

.develop Attendance Management Guidelines to implement the policy
.review, in consultation with employee groups, the current provisions and administrative practices governing the Board's Sick Leave Plans
.examine the feasibility of utilizing an automated replacement service
.report to the December 1993 Personnel and Organization Committee on the above matters

In comparing Appendix 1 - Absenteeism By Employee Group (Page 30) and the reports on Supply Teacher Usage (Page 12) and Substitute Cleaner Usage - 1993 (Page 14), Mr. Darby perceived some discrepancies in the figures relating to absenteeism.

Mr. Sinclair clarified that although the numbers could be correlated to some degree, Appendix 1 reflected figures for all employee groups. For supply teacher usage, he reminded that not all absences are replaced by occasional teachers, adding the number of leave days could reach up to 5,000

days and based on the current figures available, the Board replaced only 2,000 of those days.

To address the members' concerns, Mr. Sinclair agreed to take another look at the Report, particularly in terms of providing more consistency among the Reports pertaining to employee absences.

The motion was put to a vote and was **CARRIED**.

At an in-camera session of this Committee, the following motion was considered and approved:

Renewal of Appointment - Superintendent of Finance and Treasurer

Moved by Mr Paquin:

That the appointment of Paul Shewfelt as Superintendent of Finance and Treasurer be renewed, effective 1993 11 01, for a five-year term, subject to a mutually agreeable contract. **CARRIED**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Hicks:

That the recommendations of the Director of Education be approved. **CARRIED**

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Miss Cunningham:

That the following recommendation of the Director of Education be approved:

7. LEAVING EMPLOYMENT

(a) That the date for the following teacher to leave the employ of the Board be approved:

John Brown (E), 1993 08 31

Requests for "Four Over Five" Plan

Moved by Mrs. Lowe:

That the following requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Richard Brawn (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)
John Kirkland (S), 1997 02 01 to 1997 06 30 (2nd Sem., 1996-97 School Year)
Barbara Ross (E), 1997 09 01 to 1998 06 30 (1997-98 School Year)

(b) That the Board rescind the Leaves of Absence granted at previous meetings to the following teachers and approve their requests to withdraw from the Salary Holdback Plan ("Four Over Five"), effective as shown:

Kelly Kowalchuk (E), 1995 09 01 to 1996 06 30 (1995-96 School Year)
Barbara Pearson (E), 1994 09 01 to 1995 06 30 (1994-95 School Year)
Steven Pearson (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)
Eileen Shannon (S), 1996 09 01 to 1997 06 30 (1996-97 School Year)
Kathryn Starodub (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)
Dorothy Willson (S), 1993 09 01 to 1994 06 30 (1993-94 School Year)
CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

OCTOBER 1993

PERSONNEL AND ORGANIZATION COMMITTEE

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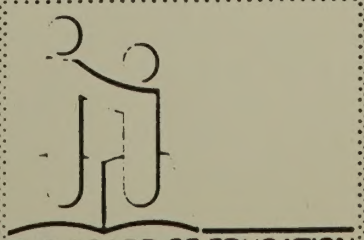

THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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ELEMENTARY/SECONDARY

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 10 14

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also Present: Trustees Bishop, Desmarais, Mason, Mulholland, Orban and Rogers.

Officials Present:
P. Shewfelt (Superintendent of Finance and Treasurer and Secretary Pro Tem)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent of Administrative Services)
M. Quinn (Superintendent of Schools - Areas 1 and 3)
N. Nicholls (Superintendent of Schools - Areas 2 and 4)
R. Lavoie (Superintendent of Schools - French as a First Language)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order and noted regrets were received from Trustees Johnston, Korz, Lowe and Rodgerson.

Noting the absence of the Secretary, it was Mr. Mulholland's opinion that, according to the Education Act, a Secretary Pro Tem should be appointed.

Moved by Mr. Mulholland:

That Mr. P. Shewfelt, Superintendent of Finance and Treasurer, be appointed Secretary Pro Tem. **CARRIED**

Mr. Stewart called for confirmation of the minutes.

Moved by Ms. Orban:

That the minutes of the regular meeting of 1993 09 09 and special meetings of 1993 07 05 and 1993 09 02 be approved as presented. **CARRIED**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Workers' Compensation Board (WCB) Update Report of the WCB Action Team

Mr. Binns called on Mr. B. Ferris, Chair - WCB Action Team and Vice-Principal of Ainslie Wood Secondary School, and Mr. B. Urie, Co-ordinator - Occupational Health and Safety, to present the Report.

Mr. Mulholland inquired as to the status of an information package he provided to the Director which contains Dr. Shapiro's (former Deputy Minister of Education) critique on cost-savings methods relative to attendance and absenteeism. He suggested perhaps Dr. Shapiro could make a presentation to see if there is a cost savings.

Mr. Binns replied the package has been given to him and he will be discussing it with staff. Consideration will be given to the possibility of a presentation.

Moved by Mr. Allen:

That the Workers' Compensation Board (WCB) Update - Report of the WCB Action Team be received for information. **CARRIED**

Mr. Urie clarified for Mr. Stewart that the primary concerns surrounding the double WCB assessments are being addressed through the WCB Action Team and have been given renewed focus.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved. **CARRIED**

(a) Staffing Report

In reviewing the Report, Mr. Binns highlighted the following:

a) The reduction of 3 positions in the Administrative and Support Staff line represents the recently approved Plant Department downsizing.

b) The decrease of one position in the Co-ordinators/Consultants line.

c) The decrease of 58 Elementary and Secondary teaching positions since June 1993. There has been a very small change in student population over our prediction.

d) The increase in the Lunchroom Supervisor line (Elementary/Secondary) is attributed to increased enrolment and needs in this area.

e) The Total Full-Time Equivalent Positions line reflects a decrease of 20 positions.

When Mr. Hicks perceived a trend in the Staffing figures when compared year by year, Mr. Binns noted the great influx of students in September which does not last.

Mr Binns drew attention to the figures in the Educational Assistants line for August and September, i.e. 227.50 and 232.17 and the Staff on Loan - Educational Assistants line, 4.33 (September). He explained this does not represent any increase in full-time equivalent positions to the Educational Assistant complement, adding the intent is to clarify "what we have in terms of Educational Assistants".

Ms. S. Scarrow, Senior Employment Officer, advised the 3.070 figure represents the three unpaid Professional Achievement (P.A.) days agreed upon to be taken by the Educational Assistants. She referred to the co-ordination with Budget in reconciling and correctly reflecting the numbers: The figure for January should be 252.50 and 4.33 will be reflected as Staff Recoverable (not Staff on Loan) next month.

In reply to Mr. Mulholland's query, Ms. Scarrow explained the 4.33 figure represents those Educational Assistants assigned to hearing-impaired students, noting the Board will be fully reimbursed by the Ministry for these staff members.

Mr. Binns recalled the Board's direction to reduce the Educational Assistant complement by 35 equivalent positions;

however, every means was to be considered in retaining the existing Educational Assistants, e.g. by reducing the number of hours.

Mrs. Bishop received confirmation from Mr. Stewart that a Report on the current deployment of Educational Assistants will be presented to this Committee in November.

Mr. Shewfelt advised Mrs. Bishop that the Finance Department has been co-operating with the Program and Human Resources Departments in attempting to obtain outside financial support for Educational Assistants assigned to cases where the students have become disabled due to an accident. He noted that feedback from the Board's solicitor indicates positive results in this regard and the officials hope to bring something forward on this in the future.

Miss Cunningham expressed concern that the three unpaid P.A. days could lead to a misunderstanding with the Social Contract days.

Ms. Scarrow clarified this is a different arrangement and stressed we will have to continue in 1994 to "keep our numbers in line".

Moved by Miss Cunningham:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

(b) Reports on Supply Teachers/ Casual Assistance

Mr. Binns advised the data is not available for October because of the pay periods. These Reports will be presented to this Committee on a bi-monthly basis starting in November.

Responding to Ms. Orban's concerns, Mr. Binns explained the compensation process for supply teachers.

Moved by Canon Rogers:

That the Reports on Supply Teachers and Casual Assistance be received for information. **CARRIED**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Mr. Binns drew the members' attention to the large number of occasional teaching staff appointments, noting many of these teachers cover for long-term illnesses, maternity leaves of absence, etc.

Mr. Binns affirmed for Ms. Orban that there are practices observed in lieu of a written Policy in calling supply teachers. He referred to the approved Supply Teacher List used by Elementary School Principals and added that the teacher's familiarity with the school programs and subject specialties are among the key factors in the selection process.

Moved by Mrs. Hill:

That the recommendations of the Director of Education be approved. **CARRIED**

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

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NOVEMBER, 1993

PERSONNEL AND ORGANIZATION COMMITTEE

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 11 11

Present: Trustees Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also Present: Trustees Bishop, Desmarais, Johnston, Mulholland, Orban and Rogers.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
R. Binns (Superintendent of Human Resources)
R. Orlando (Superintendent of Plant)
P. Gillie (Superintendent of Administrative Services)
N. Nicholls (Superintendent of Schools - Areas 2 and 4)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Stewart called the meeting to order and noted regrets were received from Trustees Rodgerson and Wilson. He then called for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1993 10 14 and special meetings of 1993 09 23 and 1993 10 21 be approved as presented. **CARRIED**

In observance of Remembrance Day, a moment of silence and prayer was led by Canon Rogers.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Workload Study - A Progress Report

Mr. Binns reviewed the Report and pointed out that the figure of 496 in Appendix A is being re-examined as it was felt to be an over estimate.

Mr. Binns clarified for Mrs. Hill that more training is anticipated to enable caretaking staff to take on larger repair jobs.

When Mrs. Hill inquired about those staff not meeting the training requirements, Mr. Binns acknowledged this as a "touchy" situation; however, noting the insignificant number of staff identified as having problems at this time, he assured the members the repairs could be covered internally rather than contracting out. Mr. Binns emphasized that staff will be provided adequate support and assistance during their training.

Mr. Mulholland was pleased with the "good news" Report, particularly the co-operation between the Canadian Union of Public Employees (C.U.P.E.), Local 1344 and the Board in addressing the major issues identified.

Mr. Binns advised Mr. Mulholland that the Plant Department and C.U.P.E. collaborated in estimating the pro-rated cost of the contracted labour, i.e. $147,660.00 per year. He added that the overall cost savings resulting from the electrical and plumbing repair training has not been confirmed at this time.

In reply to Ms. Orban's question, Mr. Binns stated the Plant Department will continue contracting out major repair jobs. Noting the minimal staff for plumbing repairs, Mr. Binns confirmed there is still a role for the plumber on staff, e.g. handling more complicated repair jobs.

Miss Cunningham was advised that the site leaders and field supervisors will be responsible for the tracking and monitoring of repair parts and tools for the school system. He assured that trustees will be apprised of major developments in this area.

Mr. Binns clarified for Mr. Allen that the inventory for parts and materials is on track, adding there are no plans to stockpile the Board's inventory.

Moved by Dr. Johnston:

That the Workload Study, Plant Department - A Progress Report be received for information and the following recommendation approved:

(a) That the Joint Union-Management Committee continue to meet on a monthly or bi-monthly basis and report to Senior Management and the Personnel and Organization Committee no later than April, 1994.

CARRIED

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. **CARRIED**

a) Staffing Report

Mr. Binns reviewed the Report and noted the following:

(a) The Lunchroom - Elementary line increased by .43 due to a slightly higher number of students.

(b) The Cleaners/Cooks line has an overall reduction of 6 cleaners: The number of cleaners decreased by 7 resulting from the second-day cleaning and increased by 1 at Hill Park Secondary School because of an addition of one portable.

(c) Enrolment: There is an increase of 26 students for the elementary panel and a significant decrease of 531 students at the secondary. Clarifying the downward trend in secondary school enrolment as traditional at this time of the year, Mr. Binns noted the increase in this year's figure over last year.

In explaining the process for Ms. Orban, Mr. Binns said staffing is done in accordance with legislation and the Collective Agreement, emphasizing the intent of providing realistic staffing information.

Moved by Ms. Orban:

That the Staffing Report - Full Time Equivalent Positions as of 1993 10 31 be received for information. **CARRIED**

b) Report on Supply Teachers

Mr. Binns reviewed the Report.

Replying to Mr. Allen's query, Mr. Binns acknowledged the significant increase in long-term illnesses; however, he could not provide the rationale for this trend.

Mr. Binns agreed with Mrs. Bishop that September was a "low" month in terms of leave days due to Personal Reasons/Illness.

Moved by Mr. Allen:

That the Report on Supply Teachers as of 1993 09 30 be received for information. **CARRIED**

c) Casual Assistance Report:

(i) 1993 Substitute Cleaner Usage

In reviewing the Report, Mr. Binns pointed to the increase in the number of substitute cleaners for the months of August and September, attributing this to the preparations made for school opening.

Ms. D. Russon, Employee Relations Manager, clarified for Mr. Mulholland that casual employees have no benefits; however, after 6 months employment and working at least 24 hours per week, these employees will be entitled to some benefits.

Moved by Mr. Paquin:

That the Report on Substitute Cleaner Usage as of 1993 09 30 be received for information. **CARRIED**

(ii) 1993 Casual Budget and Expenditures

Mr. Binns commented on staff efforts in improving the structure of this Report.

Mr. Binns apprised Mr. Stewart of a number of long-term casual appointments in Human Resources which have not been filled by permanent employees. He advised that a Report on these positions is forthcoming as part of the Board's Restructuring Plan.

Responding to Ms. Orban's question, Mr. Binns affirmed that permanent staff may be given temporary assignments for a period of time; however, they have the right to come back to their "rightful" positions.

When Mrs. Bishop inquired on whether the Staffing Report for the Elementary/Secondary Panels will be presented at the December meeting of this Committee, Mr. Binns advised of statistical problems in the Secondary Staffing Report. Noting his co-ordination with Ms. Gillie in addressing this issue, Mr. Binns agreed to apprise the members on the results of their investigation.

Moved by Mr. Hicks:

That the Report on the Casual Budget and Expenditures as of 1993 09 30 be received for information. **CARRIED**

Report on the Ontario Municipal Employees Retirement System (O.M.E.R.S.), Downsizing Plan 7

Ms. Russon reviewed the Report. She noted that the Professional Student Services Personnel (PSSP) was inadvertently omitted in the listing of employee groups. Ms. Russon advised the members that an estimated 222 employees would be eligible for the proposed OMERS Plan; however, it is anticipated only 30% of this number would be interested.

Offering his congratulations for this undertaking, Mr. Mulholland commented the proposed Plan is a giant step for Management and the employee groups. Mr. Mulholland then declared his conflict of interest.

Miss Cunningham expressed hope that the proposal will come to fruition.

Mr. Goodridge clarified for Mr. Hicks that the OMERS Plan could impact indirectly on the Board's Restructuring, stating it will supplement and assist in meeting the Restructuring objectives.

Ms. Russon advised Dr. Johnston that about half of the estimated 200+ employees eligible for the Plan will come from the C.U.P.E group.

Dr. Johnston expressed concern that the number of retirements in certain categories could prove detrimental to the ongoing work of the organization. Although he acknowledged the benefits of hiring new people, Dr. Johnston cautioned the Board should not overlook the wealth of expertise/experience that the existing staff possess.

Moved by Miss Cunningham:

That the following recommendations in the Report on the Ontario Municipal Employees Retirement System (O.M.E.R.S.), Downsizing Plan 7 be approved:

(a) That the Report be received for information.

(b) That a Resolution to enter into the O.M.E.R.S. Supplementary Downsizing Plan 7 be presented to the Board at the December, 1993 meeting of the Personnel and Organization Committee.

The motion was put to a vote and was **CARRIED**.

Motion to Thank the Chairman

Moved by Mr. Allen:

That the members acknowledge the conscientious efforts of Mr. Robert Stewart in the efficient way in which he has conducted the meetings of this Committee this past year. **CARRIED**

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report on Redeployment of Educational Assistants - September 1993

Dr. Cooke presented the Report and Mrs. Bishop expressed her appreciation for the "good news" in the Report.

Dr. Cooke advised the members the Board has met with some success in receiving reimbursement from insurance companies

for the cost of Educational Assistants for children who have been involved in accidents.

Dr. Cooke agreed to provide detailed information on some Junior Kindergarten classes which have not been provided an Educational Assistant.

Ms. S. Scarrow, Senior Employment Officer, advised Mrs. Bishop that, for bookkeeping purposes, Area 7 in the Report pertains to the Education Centre -- the information provided covers the Educational Assistants for the Supervised Alternative Learning for Excused Pupils (SALEP), Speech and Language (at Caledon School) and Developmentally Challenged (at Vincent Massey School) programs.

Mrs. Nicholls clarified for Mrs. Bishop that the large number of special assignments for Educational Assistants in Area 2 is due to the various programs on the West Mountain, e.g. Autistic, Developmentally Challenged and Hard of Hearing programs.

Dr. Cooke noted the Board receives Government reimbursements for the Educational Assistants assigned in these programs.

Moved by Dr. Johnston:

That the Report on the Redeployment of Educational Assistants - September 1993 be received for information.
CARRIED

Report on Revised Principal and Vice-Principal Selection Process

Mr. Binns reviewed the Report and highlighted the major procedural change.

Dr. Johnston was pleased that the members' concerns with the selection process were taken seriously and addressed appropriately.

Mr. Binns explained the selection procedure for Dr. Johnston, noting the intent is to keep the process an annual event as in the past. He confirmed the expectation that candidates already in the pool will be appointed within two to three years.

Mr. Goodridge affirmed the responsibility of the officials in determining the needs of the system in this regard. He remarked that one of the key responsibilities of the Human Resources Department is to develop a statistical analysis on "what potentially will be happening in the system".

Moved by Dr. Johnston:

That the Report on the Revised Principal and Vice-Principal Selection Process be received for information and the following recommendation approved:

(a) That the revised process for selection of Vice-Principal candidates for 1993 be approved and that the revisions be applied to the upcoming Principal process.
CARRIED

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved.

CARRIED

Requests for "Four Over Five" Plan

Moved by Miss Cunningham:

That the following requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Beryl Burgoyne (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)
Joseph Hammill (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

(b) That the effective dates of the Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") granted to John Kirkland (S) at the September meeting be changed to 1997 09 01 to 1998 06 30 (1997-98 School Year).

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

DECEMBER, 1993

PERSONNEL AND ORGANIZATION COMMITTEE

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CA4 ON HBL W26
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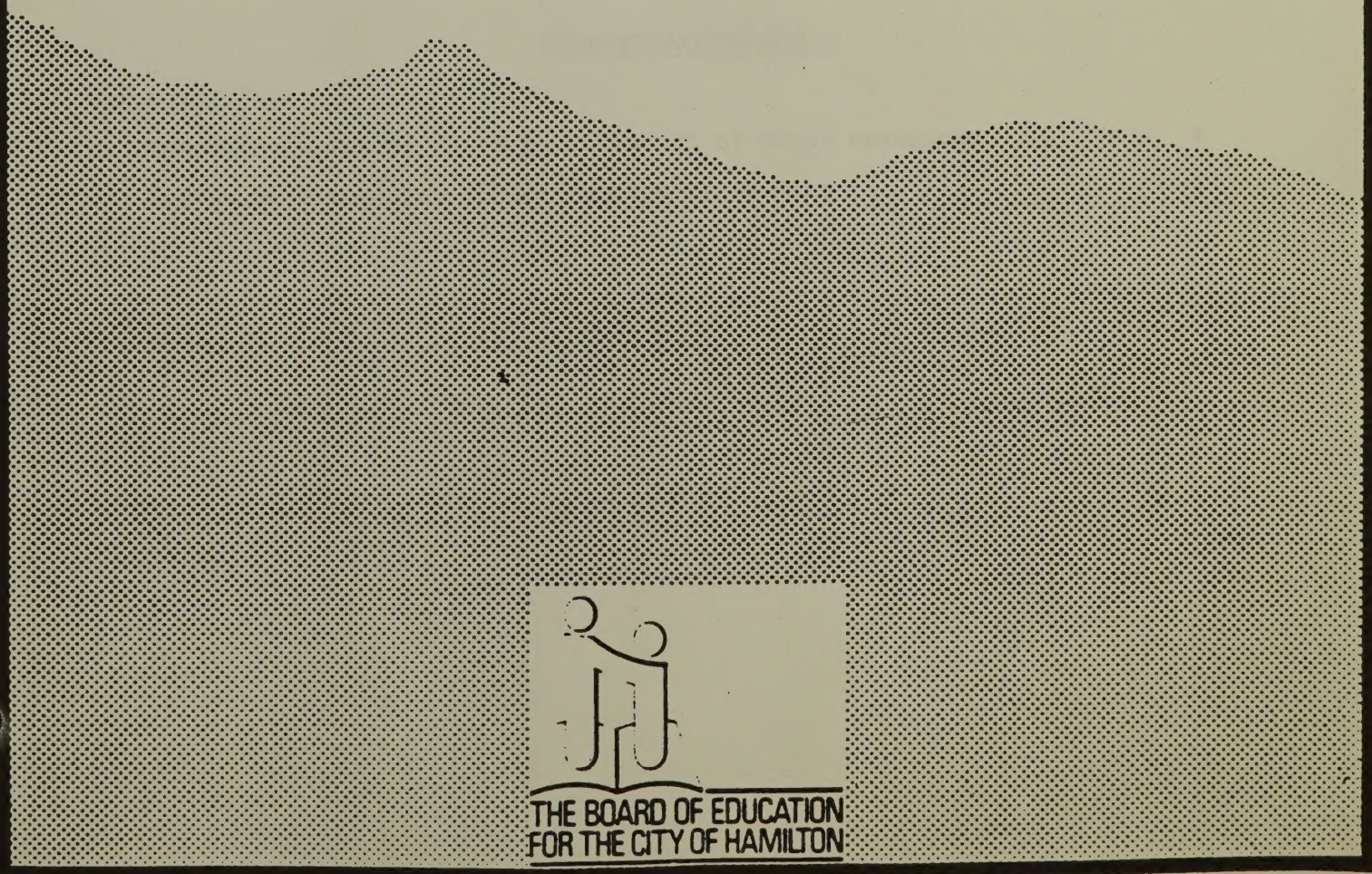

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1993 12 09

Present: Trustees Mulholland (Chairman Pro Tem), Darby, Johnston, Orban, Paquin and Allen.

Not Present: Trustee Hicks.

Also Present: Trustees Bishop, Cunningham, Desmarais, Hill, Korz, Rodgerson, Rogers and Stewart.

Officials Present:
D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
R. Binns (Superintendent of Human Resources)
R. Orlando (Superintendent of Plant)
P. Gillie (Superintendent of Administrative Services)
M. Quinn (Superintendent of Schools - Areas 1 and 3)
N. Nicholls (Superintendent of Schools - Areas 2 and 4)
S. Rogers (Assistant to the Secretary)

Mr. Goodridge called the meeting to order. He advised the members that Trustee Hicks had sent his regrets for being unable to attend tonight's meeting and called for nominations for Chairman Pro Tem.

Moved by Dr. Johnston:

That Mr. Mulholland be appointed Chairman Pro Tem. **CARRIED**

Mr. Mulholland assumed the Chair and noted regrets were also received from Trustee Wilson.

At this point in the meeting, Mr. Korz referred to the presentation by a member of the public on the agenda for an in-camera session following the public meeting tonight. He felt the item should be considered at a public meeting given the nature of the issue and the provisions of the Education Act.

Clarifying the item is a personnel matter, Mr. Mulholland concluded it should be dealt with in-camera; however, he suggested the members could challenge his decision. As there was no challenge to the Chair, the public meeting continued.

Mr. Mulholland called for confirmation of the minutes.

Moved by Ms. Orban:

That the minutes of the regular meeting of 1993 11 11 and special meeting of 1993 11 18 be approved as presented. **CARRIED**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Verbal Update - Occupational Health and Safety

Mr. B. Urie, Co-ordinator - Occupational Health and Safety, advised the members of the process on the development of the Occupational Health and Safety Procedure Manual, noting the extensive work involved in the process. The manual, which will outline Management duties and responsibilities relative to the legislation, will be shared with Senior Officials for input prior to the final document being presented to the Board for approval.

Mr. Urie alluded to the financial implications of the Occupational Health and Safety Policy, noting the recommendations will be presented during the Budget deliberations. He assured the members that this will be addressed in the context of the prevailing financial restraints.

Confirming that an Annual Report on the Occupational Health and Safety Policy will be presented to this Committee in June, 1994, Mr. Urie anticipates bringing updates relating to the Policy as necessary.

Moved by Canon Rogers:

That the Verbal Update - Occupational Health and Safety be received for information. **CARRIED**.

Attendance Management Guidelines

Moved by Dr. Johnston:

That the Report regarding Attendance Management Guidelines be deferred to the March, 1994 meeting of the Personnel and Organization Committee. **CARRIED**

Report re O.M.E.R.S. (Ontario Municipal Employees Retirement System) Downsizing Plan 7

Ms. Russon, Employee Relations Manager, reviewed the Report.

Moved by Miss Cunningham:

That the Board approve the Resolution to authorize Supplementary Downsizing Benefits under the Ontario Municipal Employees Retirement System (O.M.E.R.S.), effective 1994 01 01 to 1995 12 31 as presented.

Ms. Russon affirmed for Mr. Allen that the Plan will be "at no cost to the Board" as the $200 million surplus money will be provided by O.M.E.R.S. (She noted this is similar to the teachers' pension plan applied to the "Social Contract" days off.) Ms. Russon emphasized that once the money is depleted, the Board will then withdraw from the Plan.

Mr. Goodridge clarified for Mr. Darby that should the two eligible Senior Officials retire under this Plan, a number of factors will have to be considered relative to replacement. He affirmed this could have implications for the ongoing restructuring; however, he stressed the decision should be based on each individual situation.

Responding to Ms. Orban's query, Ms. Russon said retired employees may purchase benefit coverages; however, they will have to pay the full costs for the premiums.

The motion was voted on and was **CARRIED**.

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Dr. Johnston:

That the recommendations of the Superintendent of Human Resources be approved. **CARRIED**

(a) Staffing Report

Mr. Binns highlighted the following in the Report:

a) Secondary Composite line, a clerical error back in September was corrected (i.e. 839.67).

b) Lunchroom - Elementary line increased by .43 because of 60 additional students.

c) Bus Supervisors line increased by .43 due to the additional noon hour runs.

d) Recoverable - Teachers line (teachers on loan to agencies for whom the Board recovers their compensation) increased by 1.5 due to the opening of a class at McMaster Medical Centre/Family Services program.

e) Full-time Equivalent Positions line, the number of employees is up by 2.

f) Enrolment line: Elementary panel - the number of students slightly decreased. Secondary panel - the decrease by 389 composite students is significant but this is same trend as last year. There is an overall decrease of 500 students since September.

Moved by Mrs. Hill:

That the Staffing Report - Full Time Equivalent Positions as of 1993 11 30 be received for information.

In response to Mr. Allen's question, Mr. Binns advised that a change in policy on student welfare (i.e. enrolment in secondary school is no longer a requirement) could be a significant factor in the drop in the number of students in secondary schools.

Mr. Korz was pleased when advised that the allocation of Educational Assistants is on track and well within the budget. Noting the number of lunchroom supervisors has remained steady, he expressed his thanks and appreciation for their continuing efforts in the schools. Mr. Binns agreed to "pass on the comments" to the lunchroom staff.

Responding to the concerns raised by Trustees Cunningham and Hill, Mr. Binns clarified the significant factors affecting the staffing formula as well as class size, i.e. Collective Agreement, student dropout rate, legislation, school timetable and the Social Contract. He acknowledged that other alternatives to the present staffing formula should be considered given the difficult economic times.

When Ms. Orban suggested tracking the number of students on welfare to determine its impact on enrolment, Mr. Binns cautioned this may be counter to the Freedom of Information (FOI) Act. Nevertheless, he agreed to review any historical data available.

The motion was put to a vote and was **CARRIED**.

(b) Report on Supply Teachers

In reply to Mr. Korz' question, Mr. Binns offered the following corrections to the Report: For the Elementary Panel (on Page 6), in the "1992 Total Days" column, the **1,187.5** figure for

October was inadvertently omitted. As a result, for the combined Secondary & Elementary (on Page 7) the October figure of 344.5 under the same column should read **1,532.0** and the Totals changed to **12,980.0**.

Mr. Binns could not confirm the rationale for the increasing figures in the "Other" column, stating this could be attributed to leave days due to jury duty, bereavement, early maternity leaves, etc. He agreed to investigate this further.

Moved by Dr. Johnston:

That the Report on Supply Teachers as of 1993 10 31 be received for information. **CARRIED**

Change in Carrier for Employee Benefit Coverages

Ms. Russon reviewed the Report and acknowledged the presence of Mr. K. Morely of Kenneth G. Brown Associates, who assisted in the Board's tender for insurance carriers relative to its medical, dental and life insurance coverages.

The members were assured that the proposed carrier, i.e. Great-West Life Assurance Company will be providing employee benefits comparable to the existing coverages.

It was clarified for Dr. Johnston that Sunlife Assurance Company is the present benefits carrier and that it is customary for the Board to tender its insurance contracts every 5 years.

Moved by Mr. Allen:

That the Report regarding a Change in Carrier for Employee Benefit Coverages be received for information and the following recommendations approved:

(a) That effective 1994 03 01, Great-West Life Assurance Company be selected as the underwriter of the Life Insurance, Hospitalization, Medical and Dental Plans.

(b) That effective 1994 03 01, Ontario Teachers' Insurance Plan (OTIP) be selected as the underwriter of the Optional Long-Term Disability Plan for the Professional Administrative Support Services, Senior Management and the Ontario Secondary School Teachers' Federation (O.S.S.T.F.) Office, Clerical and Technical Bargaining Unit.

Mr. Morely explained for Ms. Orban the mechanics of the disability plan, noting the standard duration is for a period of two years. He added the long-term disability insurance is optional and the cost is borne by the employee.

Responding to Mr. Allen's query, Mr. Morely clarified that the $353,348 should not be perceived as "straight savings" within 5 years as there are factors to be considered in the calculation: the annual cash flow and the carrier's overhead (the cost of administering claims). He stressed that Great-West Life Assurance Company offers the lowest costs among the quotations received.

The motion was put to a vote and was **CARRIED**.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Mrs. Bishop:

That the recommendations of the Superintendent of Human Resources be approved. **CARRIED**

Report on Elementary School Average Class Size

Mr. Binns presented the Report.

Moved by Mrs. Hill:

That the Report on Elementary School Average Class Size as of 1993 09 30 be received for information.

Mrs. Bishop appreciated the Report and commented on the positive changes in terms of class sizes, e.g. the smaller classes in compensatory schools, larger French Immersion classes, and declining small Special Education classes.

Mr. Binns clarified for Mrs. Hill that the Board does not have a policy in place regarding minimum class size; however, he affirmed that it is possible to split larger classes as seen appropriate by the school principal.

The motion was voted on and was **CARRIED**.

Prior to the adjournment of the public meeting, Mrs. Bishop re-surfaced the members' concerns regarding the presentation on the agenda for the following in-camera session.

Stating there may be differing interpretations with respect to what the presentor intends to convey to the Board, Mr. Goodridge considered the issue as more than a matter of dispute. He clarified for Mrs. Rodgerson that this item is different from the issue presented by Mr. Panavas (at the March, 1993 Operations Management Committee) as that related to a decision on school boundaries.

When Mr. Mulholland maintained his earlier ruling that the item involves a personnel matter, Mr. Stewart challenged the Chair.

The challenge was voted on and was **LOST**.

Moved by Mr. Darby:

That the Committee move to an in-camera session. **CARRIED**

The public meeting then adjourned.

Read and confirmed,

CHAIRMAN

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